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Leadership Rebooted: Leading with the Brain in Mind

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by

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Abstract

This banded dissertation applies the model of neuroleadership to challenges facing human service organizations today – cultivating a positive culture and climate, workforce retention, and achievement of outcomes. The author focuses on how changing traditional leadership methods used in human services organizations can transform the workplace, therefore better supporting the most essential tool of change – the social worker. Through utilizing eight behaviors biologically linked to trust, leaders transform practice to better serve clients and the community.

The first product is a conceptual article that forwards the notion that neuroleadership cultivates a resilient climate and culture, resulting in improved workforce retention. Examination of eight primary leadership behaviors proven to increase trust sets the foundation for transformation. Further, there is alignment of the model with social work values and ethics within the context of practice and service delivery. Outcomes associated with implementation of neuroleadership helps leaders to understand the value in the model.

Product two is a systematic literature review examining peer-reviewed studies related implementation of neuroleadership. Through the examination of neuroleadership in a variety of organizations leaders gain insight to improve decision making and problem solving, emotional regulation, influence, and facilitating change. The dissertation focuses on common themes related to leadership behaviors that build trust, cultivate a resilient culture and climate, and promote workforce retention. Also examined are implications for leadership, organizations, and practice are addressed.

A national peer-reviewed presentation on the neuroleadership model is the final part of the banded dissertation. A presentation of the conceptual model and research findings was

presented at the Network for Social Work Management's 30th Annual Conference in May 2019. The presentation focused on the eight specific behaviors associated with neuroleadership, cultivating a resilient culture and climate, and workforce retention. Also highlighted were implications for practice, outcomes, and real-world use in human service organizations.

This banded dissertation engages leaders to employ neuroscience to develop trust, engage the workforce, and forward outcomes. The findings demonstrate the successes associated with implementing neuroleadership strategies leading to enhanced social work practice, workforce retention, and achievement of outcomes. The findings also demonstrate a need for studies of neuroleadership within human services organizations. This banded dissertation is a call to action for leaders, veteran and new, begin to lead differently, moving human services forward.

Keywords: neuroleadership, culture and climate, workforce retention, growth mindset

Dedication

I dedicate this dissertation to all leaders and social workers willing to take risks, self-reflect, and do things differently to create healthy, resilient human service organizations. You, as leaders and the workforce, sacrifice so much of your own personal lives and social determinants of health to empower others to achieve theirs. Your dedication, energy, and investment is my inspiration for this dissertation topic. Onward we go together to continue to effect change!

Acknowledgements

I am grateful for my relationship with Yahweh - my support, guide, and protector – for giving me a second chance at life. Within year two of my doctorate program, I had a sudden triple heart bypass, but he gave me the supports and strength to continue forward with my professional goal, without a pause. I believe that practicing social work is living his purpose for my life. I'm borrowing gifts from him within this work and intend to use them in the way he directs. I'm grateful and blessed for Him in my life.

I appreciate the role model my mom, Linda Pittman, has been and continues to be in my life. She raised me to be an independent mountain woman, full of grit and perseverance. She demonstrated every single day the energy it took to raise two children alone after my father died. She worked, went back to school at forty-two to obtain her teaching degree, then taught special education for many years. She is simply amazing, and I love her to the moon and back.

Although he came later in my life, Dr., Reverend, Brigadier General (retired) Kevin Turner may be the most influential person in my journey. I was his alleged boss when he returned to a human services organization I was leading. However, it was me that learned to lead from him. He lives Jesus every single day and nagged me mercilessly to come to worship at church. Ergo, my first acknowledgement in this dissertation. Kevin has changed my life and has taught me how to love, learn, and lead. He does it in the most "smart and quirky" of ways, is blunt, and is my mirror. I love you and am grateful for you!

My friends and family have spurred me on, as did my dog, Jango Fett, now gone, who sat beside me uncountable hours while I wrote. Finally, to the love of my life, Craig Vanderweide and to my daughter by choice, Lucy Vanderweide. You all changed my world. Thank you for cheering me on, keeping me grounded, and loving me, just as I am. All my love, always.

Table of Contents

List of Tables

Leadership Rebooted: Cultivating Trust with the Brain in Mind

Implementing Neuroleadership for Organizational Success: A Systematic Review

List of Figures

Leadership Rebooted: Cultivating Trust with the Brain in Mind

Thriving human services organizations forward their mission through innovative, evidence-informed leadership models. Neuroleadership, or application of brain science to leadership, has been biologically proven to cultivate high-trust organizations (Zak, 2017). While the majority of the research is based in the for-profit business sector, the application of neuroleadership is well aligned with social work practice, ethics, and values. Public human services organizations flourish through effective leadership and retaining a quality workforce in today's global and diverse environment. Astute leaders recognize that relationships are the currency with which human services does its business, whether within the workforce or with clients. To that end, neuroleadership offers leaders concrete strategies to build trust, influence, and motivate through relationship engagement.

Implementation of neuroleadership, through eight specific behaviors, helps tackle the three largest challenges of human services organizations: cultivating a healthy, resilient organizational climate and culture, retaining the workforce, and achievement of outcomes. Foundational to neuroleadership is understanding organizational culture and climate theory, stay factors, and the literature from cross-sectoral studies. It is through this lens that Dr. Paul Zak (2018) applies neuroleadership, a biologically informed, well-tested model, to identify eight behaviors that build a high-trust organization. Through operationalizing the eight identified leadership behaviors high-trust organizations develop, leading to workforce retention. Implementing neuroleadership focuses broadly on applying the model across all programs in human services with an emphasis on child welfare retention, given the significant issues related to turnover.

Nationally, turnover is at high levels, especially for the child welfare workforce, averaging in 20% - 40% in public human services organizations (Strand, Dettlaff, Counts – Sprigs, 2015). Social workers are grappling with a complexity and depth of issues within the children and families with whom they work in their day-to-day practice, resulting in a greater need for a workforce who is well-grounded in service delivery methodologies. Multi-generational issues, including trauma from adverse childhood experiences, domestic violence, and the opioid epidemic bring cumulative stress to an already demanding job. Since the workforce is the primary, most essential tool in human services, it is vital that leaders engage the workforce as partners in service delivery. Doing so offers opportunities for depth of relationship, influence, and motivating the workforce.

Rock (2010) conceived the concept that the application of brain science to leadership improved leaders' skills level in critical decision making, emotional regulation, collaboration, and facilitating change to predict leader effectiveness. Zak (2018) built upon the neuroleadership model through studying oxytocin related to specific leadership behaviors. The result was identification of eight behaviors to advance neuroleadership to build high-trust organizations. Zak (2018) found that when people help others, it produces more oxytocin, increasing pro-social behaviors such as empathy and gratitude. By applying neuroleadership in a systematic way to manage culture, leaders create conditions in which people desire to perform well and want to stay in organizations.

Leaders who demonstrate behaviors neurologically linked to trust possess a strong asset which allows them to better engage the workforce and stakeholders, both of whom impact organizational outcomes (Zak, 2018). The research validates that retention improves as leaders demonstrate behaviors that cultivate a healthy, resilient organizational climate and culture

(Schneider, Ehrhart & Macey, 2013; Westbrook, Ellet & Asberg, 2012; Zak, 2018). Through creating a healthy environment, leaders magnify influence, build trust, and garner more influence within the workforce. The result of the leadership change is improved retention, enhanced outcomes, and greater public trust. Through neuroleadership, change agile, growth-mindset, and resilient organizations emerge.

Conceptual Framework

The foundational framework undergirding the banded dissertation rests upon two decades of organizational culture and climate theory from both human services and other sectors. Understanding climate and culture is fundamental for helping leaders comprehend organizational phenomena and how certain leadership traits impact human services. Stay factors, push factors, and retention studies help further inform the conceptual framework. Application of the neuroleadership model through the lens of the conceptual framework fortifies the integrated leadership strategy within the banded dissertation. Additionally, the integrated conceptual framework aligns with social work practice, values, and ethics, furthering the case that neuroleadership is a fit for human service organizations.

The concepts of culture and climate are frequently confused and merged, although they are two separate, yet closely connected concepts. Organizational culture are norms, practices, attitudes and values that influences work and significantly informs perceptions of the workforce (Glisson, Green & Williams, 2012; Westbrook, Ellett, & Asberg, 2012). Climate encompasses work environment perceptions on their own well-being and functioning (Glisson, Green & Williams, 2012). The collective perceptions of the workforce, impacts work, motivation, job satisfaction, commitment, and service delivery, both positively and negatively (James, Choi, Ko, McNeil, Minton, Wright & Kim, 2008). Stay and push factors within the research lends themes

related to culture and climate and ultimately, workforce retention and outcomes. The importance of a resilient culture and climate is significant, as they both influence practice, service delivery, and retention.

This banded dissertation integrates cross-sectoral theory, a neurologically based leadership approach, and social work values and ethics to forward a model for leading human services organizations. The dissertation explores leadership, both toxic and healthy, and how significantly leaders' behaviors impact organizational culture and climate, workforce retention, and achievement of outcomes. Neuroleadership, bolstered by eight behaviors that link biologically to trust, help leaders understand concrete strategies for implementation. Additionally, the rationale to challenge leaders to use neuroleadership links strengthening decision making and problem solving, emotional regulation, collaboration and influence, and facilitating change within the organization. The banded dissertation forwards a systematic approach to change agility, through an integrated leadership model that aligns with the social work profession.

Summary of Banded Dissertation Products

The purpose of this banded dissertation is to address three significant challenges of human services organizations through implementation of a cross-sectoral, evidence-informed neuroleadership model, consisting of eight primary leadership behaviors. The first product is a conceptual manuscript that defines the three challenges, defines neuroleadership, then narrows the focus to the eight behaviors that develop high-trust organizations. The three challenges the article addresses are organizational culture and climate, workforce retention, and achievement of outcomes. A literature review of organizational culture and climate theory sets the foundation for the conceptual paper. The depth of literature on human services culture and climate links

leadership directly to the type of work environment the workforce experiences. Exploration of workforce retention, in the context of culture and climate theory, leadership, and stay and push factors further the point that leadership sets the trajectory for service delivery. Finally, achievement of outcomes directly links to the literature related to workforce retention. Neuroleadership is introduced as an evidence-informed, biologically based, cross-sectoral model that is aligned with social work ethics and values. Neuroleadership is honed to eight specific behaviors that leaders can demonstrate that addresses the three challenges. Finally, a call to action to leaders to embrace neuroscience based leadership strategies to forward their mission culminates into implication for practice, leadership, fiscal stewardship, and public trust.

The second product is a systematic literature review in which the author examined current peer-reviewed studies to discover leadership themes. Out of 814 total potential studies, 702 were excluded either due to duplication or based on content from the abstract, with 112 articles evaluated using the exclusion criteria, resulting in 89 additional exclusions. The final unit of analysis selected based on inclusion and exclusion criteria, included twenty three peer-reviewed English language studies published between 2008 and 2019. The overarching themes emerged in three areas, including neuroleadership approaches, leadership behavior, and implications for organizational culture and climate. The leadership and practice themes that emerged from the review related to the four leadership domains, including eight leadership behaviors that enhance trust. The systematic literature review supports the conceptual article by outlining a variety of ways leaders can use neuroleadership to improve decision making and problem solving, emotional regulation, collaboration and influence, and facilitating change – or change agility - within the organization.

The third product of the banded dissertation is a peer-reviewed, national presentation at a social work leadership conference in May 2019. During the presentation, the concept of neuroleadership was introduced, followed by why leadership matters in human service organizations. The three main challenges related to human services organizations – culture and climate, workforce retention, and achievement of outcomes – were presented, along with data from the conceptual paper and the systematic literature review. The eight leadership behaviors associated with neuroleadership were presented with participants working in small groups to develop their own personal leadership development plan for implementation in their organizations. This author challenged leaders to lead differently, through implementing behaviors that lead to high-trust work environments, in order to further their organizational mission.

Discussion

This banded dissertation challenges leaders to abandon the status-quo and lead human services organizations through a cross-sectoral, evidence-informed neuroleadership model. Neuroleadership is a fit in human service organizations, as it aligns with social work practice, ethics, and values. Additionally, the neuroleadership model outcomes directly relate to three significant challenges in human services: cultivating a healthy, resilient culture and climate, retaining the workforce, and enhancing outcomes. All three products offer strategies that support the workforce and focus on quality services delivery for children, individuals, and families.

The conceptual paper brings a unique perspective in that it challenges traditional leadership. The hypothesis that innovative leadership is required to lead in today's global environment is supported through theory, research, and cross-sectoral studies. Implications for

practice, leadership, fiscal stewardship, and public trust undergird the conceptual model as real – world examples of the value of implementing neuroleadership. The systematic literature review outlines a variety of neuroleadership approaches and behaviors that result in improving organizations. Finding support that through use of neuroleadership, leaders grow in four significant areas including decision-making and problem-solving, collaboration and influence, emotional regulation, and facilitating change or change agility (Rock, 2010). The findings reinforce the opportunities and solutions associated with developing strategies to improve both the workforce and consumer experience with human service organizations. The banded dissertation also offers opportunities for further study. While neuroleadership has been scientifically studied in the for-profit business sector, it has not been studied vigorously within human service organizations. Students, professors, direct practitioners, supervisors, and leaders can all implement neuroleadership in their organizations to promote change and resilience.

There are three findings from the research of import that are rarely discussed or acceptable in most organizations. First, critical thinking and complex problem solving happens more easily when leaders or the workforce are not focused on solving them (Rock, 2011). For example, in the work environment opportunities to take a walk in the middle of the day, encouraging quiet time and spaces, and doing yoga all help the mind move into a more creative thinking and reflective space. Secondly, there is evidence that a leaders' tone or non-verbal communication can influence the workforce positively or negatively (threat response), thus setting a tone for the creative problem solving to manifest (Rock, 2009b). If threat is perceived the body is triggered and the response can be a psychological distance from others that is equal within the brain, to physical pain (Rock, 2009b).

Finally, is stimulation of a growth mindset through the embedding a continuous quality improvement philosophy. Through developing a growth mindset in organizations, feedback is no longer perceived as a threat, but rather an opportunity to grow as a professional. Learning from others, failures, and trying new ideas are experienced as positive. By using these neuroscience informed examples, leaders begin to understand not only the theory and neuroscience behind leadership, they also understand the significance of how the workforce experiences leaders behavior.

There are two important retrospective points related to the systematic literature review. First, a deductive design from search terms based on the conceptual model. This approach was utilized, as this author already had a hypothesis related to neuroleadership. Further, the deductive approach helped link causal relationships between the variables and applied the literature through the variables to link the concepts together. The deductive design approach also helped to hone down the broad body of literature to very specific behaviors that addresses the three research questions. Secondly, while gray literature was excluded, there may have been additional helpful research in that area, since neuroleadership is still a new concept.

Implications for Social Work Education and Practice

Workforce retention remains a significant challenge within public human services organizations. Without change, organizations will continue to lose quality social workers, resulting in loss of expertise of service delivery, impacting outcomes for children, individuals, and families. Further, the fiscal loss associated with turnover is substantial and prevents organizations from investing in additional service delivery options that can help the people who the organization serves. Neuroleadership cultivates a work environment to which a quality workforce is attracted. A leadership model aligned with social work values and ethics and

strategies that develop trust and engagement reminds the workforce of why they committed to social work initially.

Additionally, social work educators who understand or have implemented this model can be role models for future human services leaders. Empowerment of students and therefore, the future workforce, can help continue to evolve human service organizations in the future. Through shaping and encouraging the eight behaviors studied by Zak (2018), students can understand the biological responses to both positive and negative interactions. This helps them not only in future leadership roles, but in practice and service delivery as well. As the field of social work continues to evolve, neuroleadership is a key strategy for implementation.

Implications for Future Research

There are three future research opportunities related to the topic of neuroleadership. First, since neuroleadership has not been deeply studied within public human service organizations, there is an extensive opportunity for both implementation and impact comparison studies of the model. Engaging leaders in similarly sized organizations to understand and implement the neuroleadership model over a five year period for a comparison study will help better inform the results of leading in this way. Evaluation through organizational health assessments, retention rates, educational levels of the workforce, and other demographics will help to identify, refine, and recruit leadership for a successful human service organization. Finally, comparing the organizational performance outcomes related to client service delivery will help inform future research. Through doing additional empirical research within organizations, neuroleadership within human service organizations will be better informed to help advance social work education, practice, and leadership.

Secondly, embedding spiritual disciplines within the context of neuroleadership adds a resiliency factor – faith – to leaders' perspectives. As we know, spirituality and faith are important to many social work professionals, yet there is little discussion about utilizing that strength as a resiliency factor to inform leadership. A further conceptual manuscript may further define neuroleadership implementation within human services organizations, as well as further aligning neuroleadership with social work values and ethics. Finally, a study of implementing neuroleadership in an online academic setting will help inform cultivation of an open, inclusive, and resilient learning environment. Through implementation neuroleadership behaviors, the hypothesis is that professors will begin to develop a growth mind-set with students that helps to define safe, creative, and evidence-informed learning.

This banded dissertation challenges leaders to be vulnerable, self-reflect, and develop trust through implementing innovative, scientifically proven strategies. By doing so, leaders create a healthy, resilient culture and climate, resulting in a workforce that is motivated, invested and engaged. To lead otherwise in a human services organization maintains the status quo and results in poor outcomes for individuals, children, families and the community at-large. Influence, the key to moving the mission forward, is accomplished through relationships, celebration of individual and team successes, and inviting input and feedback in the overall organizational trajectory. Neuroleadership offers leaders insight into operationalizing strategies for organizational, professional, and consumer achievement. The three products integrate to give leaders a pathway to consider reversing traditional, bureaucratic models into nimble, flexible, change agile organizations.

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Leadership Rebooted: Cultivating Trust with the Brain in Mind

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Abstract

Today's human service organizations demand innovative leadership to effectively manage outcomes, turnover, and respond to the environment. Through neuroscience-informed approaches, leaders align their leadership style with social work values. Doing so furthers the leader's ability to cultivate a positive environment within the organization. This conceptual article profiles a cross-sectoral neuroleadership model supported by culture and climate theory research to improve human services. Leading in this way encourages empowerment of social workers and builds a resilient, thriving human service organization. Implications for leadership and the social work profession suggest that neuroleadership leads to enriched practice, improved retention, and better outcomes.

Keywords: leadership, retention, organizational climate, and culture, neuroleadership

Leadership Rebooted: Cultivating Trust with the Brain in Mind

Leading public human services organizations in today's diverse environment necessitates leadership ingenuity to meet competing demands. Leaders must be data savvy, interact through multi-media, communicate effectively, and navigate polarized political conditions all while delivering quality services. Application of new knowledge to current leadership strategies can help to excel in managing organizations successfully. One key to success is the leader's recognition that relationships are the currency with which human services do business, whether within the workforce or with clients. Focusing on the workforce, through implementing neuro-science informed leadership – or neuroleadership – empowers social workers and tends a healthy, resilient culture and climate. Neuroleadership combines brain science and psychology to better inform effective leadership skills, including: Decision making and problem-solving, emotional regulation, collaboration, and influencing others and facilitating change (Ringleb and Rock, 2008). Leaders who utilize neuroleadership traits and strategies have tools to transform the multifaceted challenges facing human services organizations.

In this conceptual paper, the author examines the implementation of neuroleadership in public human service organizations, with an emphasis on child welfare examples, within the context of the organizational trust model and culture and climate theory. Application of neuroleadership provides implications for social workers in direct practice and leadership roles in human service organizations. The integrated concept is a call to action for leaders and social workers, veteran and new, to self-assess and begin to use neuroscience to lead differently. The implementation of eight essential behaviors of the framework, based in neuroscience, cultivate a healthy, resilient organizational climate and culture. The retention factors identified within culture and climate theory guide the trajectory of the conceptual framework. Leaders then have a

map to retool themselves, their thinking, and the organization for improved retention and enhanced achievement of client and organizational outcomes. Insightful, strategically implemented change positions the organization, clients, and the workforce to succeed.

Background

Three fundamental challenges drive the need for change in human services: The impact of toxic leadership, the consequences of turnover, and a negative culture and climate within an organization. The three interconnected challenges reflect the philosophy of the leader, engagement of the workforce, and the level of organizational trust (Liu, Fuller, Hester, Bennett & Dickerson, 2018). The rationale for implementing a cross-sectoral neuroleadership model for change within public human service organizations is examined within the background and the literature review. First, there is discussion related to the current challenges of human services organizations. More in-depth exploration of toxic leadership, along with its impact on climate and culture, emphasizes the need for change. Secondly, an examination of the effects of turnover from a variety of climate and culture factors lay out an argument for transformation. Finally, analysis of the impact of climate and culture linked to workforce retention forwards a to call to action among leaders.

The value of implementing neuroleadership through the eight building blocks coupled with the alignment of research findings from culture and climate theory provides the framework for operationalizing the model. The implications for public human services organizations, leaders, and the workforce help set a blueprint for change for social work practice and leadership on micro, mezzo, and macro levels. The literature review also includes recommendations about future research to inform implementation neuroleadership to evolve leadership practices within

human services. Finally, outcomes from organizations implementing neuroleadership convey the success associated with neuroleadership.

Why Leadership Change?

Understanding current research contained in the literature related to leadership in public human services organizations helps lay the foundation for improving systems, retention, and outcomes. Leadership is not just a position but is a grounded set of behaviors that rely on the depth of relationships between the leader and the workforce (Bennis, 2007). A successful leadership formula exists only if three essential elements are in place: a committed leader, consensus of the followers, and a shared vision to which all parties aspire (Bennis, 2007). Three fundamental challenges drive the need for leadership evolution with human service organizations: the need to replace toxic leadership, the impact of turnover, and the influence of climate and culture within an organization.

Toxic leadership drain. Toxic leadership is a directive, traditional, and autocratic style found in many bureaucracies, especially in the high-pressure setting of child welfare (Lipman-Blumen, 2006). Toxic leadership is the anthesis of social work values and ethics. The most significant impact of toxic leadership is the creation and perpetuation of negative culture and climate in day-to-day operations, practice philosophy, and during crisis. Not only does this leadership style create a "culture of fear" within the workforce, but families and children who experience the punitive nature of the practice suffer as a result. Glisson, Green, and Williams (2012) found that workers who experience a culture of engagement, support, and responsiveness will demonstrate those same traits when working with clients and the reverse is also true.

Toxic leadership is particularly detrimental within the child welfare workforce because it contributes to an already stressful job, adding to the workforce's secondary traumatic stress. Toxic leadership also leads to adverse outcomes, poor morale, and emotional exhaustion of the workforce resulting in turnover (Lipman – Blumen, 2006).

Historically, public human services organizations have been reactionary in times of crisis which results in arbitrary day-to-day practices. As leaders strive to find a balance in managing administrative complexities, it is essential that they do not lose sight of the organizational mission and purpose. Due to the involuntary nature of the work within public human services, specifically child welfare, traditional leadership within human services has been one of an autocratic style. Autocratic leadership closely monitors and controls, dictates work processes, and rarely demonstrates trust in the workforce with decisions. This leadership style has historically resulted in high turnover, low morale, and inconsistent outcome achievement. When experiencing those challenges, direct practitioners are not empowered to practice social work - instead they "check the box" (Lopez & Ensari, 2014). This leadership style is counter to the values and ethics the social work profession is built upon and can exacerbate the effects of the already difficult work. To avoid this type of culture and climate and turnover, leaders must modify traditional styles and embrace a more authentic, humble, and neurologically intentional approach. Leaders' philosophy and behavior both directly and indirectly build culture and climate within an organization.

Leadership change is complicated, as it requires the person leading the organization to be vulnerable as well as an agent of change – for themselves and the organization. Self-evaluation is central to the leader's ability to create a healthy culture that supports, empowers, and celebrates the workforce's ability to do challenging work (Westbrook, Ellis and Ellett, 2006).

Aligning leadership philosophy with social work values and ethics grounds culture, practice, and also promotes greater workforce well-being. Culture and climate research finds that as a leader's investment in a healthy, resilient organizational climate and culture grows, retention improves (Schneider, Ehrhart & Macey, 2013; Westbrook, Ellet & Asberg, 2012; Zak, 2018). Rewiring leadership addresses these three challenges.

Impact of turnover. Turnover is a significant concern across all disciplines in public human services, especially child welfare (Ellet, Ellis, Westbrook & Dews, 2007). While some 10% - 12% turnover is considered healthy, for the past 15 years, child welfare has exceeded that rate at 20% - 40% (Casey, 2017; USGAO, 2003). The fiscal costs of turnover and loss of expertise when a social worker leaves, combined with decreased morale of those carrying higher caseloads, plummet culture and perpetuates a cycle of instability. Two years is the average number of years' experience for the workforce. Ellet et al. (2007) found that most social workers leave child welfare within one to three years, impacting not only organizational costs but human cost as well. For example, Barak, Nissly, and Levin (2001) found that high turnover in child welfare has negative implications for the quality, consistency, and expertise needed to address child safety.

The literature cites multiple examples of the impact of turnover on outcomes of public human services. Social worker turnover delays the timeliness of investigations in child protection, as well as limits the frequency of worker visits with children, resulting in diminished child safety (USGAO, 2003). The National Center on Crime and Delinquency (2006) determined that there was a direct correlation between high turnover rates and higher rates of maltreatment reoccurrence after three, six, and twelve months. Ryan, Garnier, Zyphur, and Zhai

(2006) found that children who have multiple social workers experience outcomes that are more negative.

There is an adverse impact on both length of stay in foster care and achieving timely reunification if multiple practitioners are involved with the family (Ryan, Garnier, Zyphur & Zhai, 2006). In their study, Flower, McDonald, and Sumski (2005) discovered when a child had one social worker, they achieved permanency 74.5% of the time. However, if a child had two or more social workers, the reality of permanence dropped drastically to 17.5% (Flower et al., 2005). High turnover rates disrupt continuity of services, particularly when newly assigned caseworkers must conduct or re-evaluate educational, health, and safety assessments (USGAO, 2003). Additionally, turnover directly links to both the characteristics of the climate and culture of the organization and leadership (Webb, Dowd, Harden, Landsverk, & Testa, 2010). The research concludes that workforce turnover negatively impacts outcomes, furthering the argument for a new leadership approach. Leaders who identify the link between high turnover and poor outcomes seek solutions to job stressors and desire to create a healthy culture.

Organizational culture and climate. Two decades of empirical research studying human services organizational culture and climate theory which offer substantial data for consideration. The roots of the theory conceptualize climate and culture as the way people observe, experience, and describe human services organizational environments (Schneider, Ehrhart & Macey, 2013). Culture and climate theory originate from multiple disciplines. Understanding climate and culture is fundamental for helping leaders comprehend organizational phenomena and how certain leadership traits impact human services. Culture and climate theory build upon the assumption of understood, shared meanings by social workers within the organizational context.

Culture and climate are two distinct concepts yet integrated to create an organizational environment. Glisson (2012) characterizes organizational culture as expectations, whether implicit or explicit, that influence the accomplishment of work. Glisson and Williams (2014) further explain that culture describes the shared attitudes, values, goals, and practices that characterize an organization. Westbrook, Ellett, and Asberg's (2012) definition of culture encompasses the notion that the organization-wide shared perception of assumptions informs meaning and focus for the workforce.

Culture has a significant influence on how the workforce performs tasks and interprets events. Both of these impact an individual's psychological and personal well-being. Culture also directly influences service delivery to clients. For example, when leadership shows a strengths-based, engaged, inclusive, partnership with the workforce, it becomes the model and the culture, for how the workforce interacts with clients. Schneider, Ehrhart, and Macey (2013) add that culture includes shared values, beliefs, myths, and suppositions that shape the perspective of how the organization functions. Experiences and perceptions that the workforce has about leadership drive the culture.

Organizational climate refers to the perceptions of the workforce regarding the " impact of their work environment on their own personal and psychological well-being and functioning" (Glisson, 2012, p.622). Schneider et al. (2013) add that climate incorporates individual and collective meaning connected to either rewards or correction in implementation of policies, practices, and procedures. Individual perceptions of the workforce regarding personal safety and well-being is known as the psychological climate. When aggregate psychological climate perceptions, either positive or negative, are shared among the workforce, it impacts both work units and the overall organizational climate (James, Choi, Ko, McNeil, Minton, Wright, & Kim,

2008). Organizational climate is linked directly to employee motivation, job satisfaction, and commitment. All of these are associated with the performance of job duties contributing to overall organizational outcomes (James et al., 2008).

Themes noted in the culture and climate research as stay factors lend insight to leaders on strategies they can intentionally incorporate. Quality supervision, authentic engagement of employees in organizational and practice matters, client-focused philosophy, and addressing secondary trauma are essential retention factors across research studies. Furthermore, autonomy in practice, colleague support, transparent promotional opportunities, salary, and benefits were essential to retention (Glisson, 2012; Westbrook et al. 2012). Finally, a healthy organizational climate and culture directly impact the social worker's intention to stay within public human services work, particularly in child welfare (Westbrook, Ellet & Asberg, 2012). The integration of eight neuroleadership building blocks fit well to cultivate stay factors, leading to improvements in human services.

Conceptual Approach for Leadership in Public Human Services

Implementation of neuroleadership cultivates a healthy culture and climate, resulting in improved retention, outcomes, and multiple other benefits including productivity, efficiency, increased energy, and fewer sick days (Zak, 2018). The model for implementing leadership change rests upon the conceptual framework of the eight behaviors within the neuroscience-informed organizational trust model (Zak, 2018). The combination of the conceptual framework leads to the hypothesis that neuroleadership supports social work ethics and values and is a fit with public human service organizations. While neuroleadership is beneficial for organizations, implementing it a significant time, professional, and personal investment. It requires leaders to be vulnerable, show humility, and demonstrate integrity. Additionally, neuroleadership

promotes optimism, presence, and engagement with the workforce. These behaviors all contribute to a resilient culture (Helwig, 2013). Examination of the conceptual framework through the neuroleadership lens coupled with the culture and climate theory set the foundation for understanding an integrated leadership strategy.

There are similarities between neuroleadership, and other leadership models utilized within human service organizations. The transformational leadership model taps into the personal values of the workforce to help cultivate a positive culture and direct work performance towards meeting goals (Stone, Russell & Patterson, 2004). Like neuroleadership transformational leadership utilizes influence and authentic engagement to develop relationships. Likewise, servant leadership focuses specifically on the leader as a support or "servant" of the workforce. The focus is on relationships and engaging the workforce through appreciation, engagement, and integrity (Stone, Russell & Patterson, 2004). Many models tout some of the same leadership behaviors as neuroleadership. However, none of the other models are based on neuroscience or biological testing, making neuroleadership a more advanced, scientifically studied approach that is linked to multiple positive outcomes.

Methodology: Neuroleadership

Neuroleadership applies brain science knowledge to leadership in the areas of motivating and influence, change management, and engaging the workforce to better understand human response (Ghadiri, Habermacher & Peters, 2013). There are many disciplines within the broad topic of neuroscience, all of which apply knowledge about how the brain reacts in specific situations including marketing, economics, and leadership (Rock, 2010). Through the integration of psychology and neuroscience, emerging research aims to identify unconscious factors affecting behavior to improve leadership practices (Rock & Schwartz, 2007). Boosting

organizational performance through biological knowledge about the workforce provides valuable information for leaders to further the mission. While this is a relatively new field, with many questions still to be answered it provides substantial insight into the inner workings of organizational culture and climate. It is through the same neuroleadership lens that Dr. Paul Zak studied the implications of the eight leadership traits and strategies - or building blocks - that generate trust.

Organizational trust model. The conceptual hypothesis is that through using neuroleadership, linked to eight leadership strategies, culture and climate, retention, and outcomes improve. Although human services are about serving people, generally the high-pressure nature of the work has not been conducive for promoting a positively viewed leadership model. This notion is counter-intuitive to social work which is grounded in the National Association of Social Work's (NASW) values and ethics guiding the profession. The proposed conceptual model grounds neuroleadership into the existing research for human services culture and climate theory, resulting in the premise that neuroleadership is effective in public human services organizations. Neuroleadership is a natural complement to social work values and ethics, given the workforce centric, whole-person approach. The most recent neuroleadership field study and research from Dr. Paul Zak (2018) seems most relevant to public human services. Zak found eight fundamental building blocks promote organizational trust: Ovation, expectation, yield, transfer, openness, caring, invest, and natural. The eight building blocks correlate with NASW values and ethics, as well as culture and climate research findings (see table 1).

Table 1

Zak Organizational Trust Model – Factors and Leadership Behaviors

Trust Factor	Leadership Traits & Strategies	NASW Values & Ethics
Ovation	Recognize excellence and celebrate success	Importance of human relationships
Expectation	Set reasonable performance expectations and stimulate achievable challenges "eustress"	Competence
Yield	Discretion in performing job tasks and work, train, and delegate	Service; social justice
Transfer	Encourage "job crafting" and align strengths with job duties	Dignity and worth of person
Openness	Communicate, listen, and share Information broadly, often, and consistently	Integrity; social justice
Caring	Intentionally build authentic relationships	Importance of human
Invest	Facilitate whole person growth – personal and professional	relationships
Natural	Lead with authenticity, integrity, humbleness, and vulnerability	Integrity; social justice

Note: Adapted from Zak, P. J. (2017, Jan-Feb). The neuroscience of trust. *Harvard Business Review, 84-90*. Retrieved from https://hbr.org/2017/01/the-neuroscience-of-trust

The neuroleadership model provides a scientific foundation, through the study of the brain's oxytocin production, about how leadership behaviors promote trust. Oxytocin is a chemical (peptide) that is released by the pituitary gland that informs bonding and trust, not only with our intimate or familial relationships, but within our social context of business interactions,

politics, and in society. Study of oxytocin related to specific leadership traits helps leaders apply biology to understand how cultivating trust within climate and culture affects social workers' performance in organizations (Zak, 2018).

Zak measured outcomes related to oxytocin in two ways. Zak began his research in 1998 as a co-economist in the World Bank's Development Research Group attempting to find out why trust varies in different countries (Zak, 2008). They found that the higher the poverty level, the lower the trust, resulting in in people who do not invest which has a negative impact on the economy. In addition, Zak applied a body of animal research related to cooperation, to develop the theory that oxytocin might be the link to people developing trust. He used a test where strangers would decide whether to send another stranger money believing that the receiving stranger would return more money to them. He theorized that if this exchange happened, their oxytocin production would increase and therefore, indicate trust. The study was done in two large for-profit corporations. He measured this by taking blood samples immediately after the money exchange occurred (Zak, 2018). People on the receiving end of the exchange first, had greater oxytocin production and appeared to have a positive signal about being trustworthy (Zak, 2008). However, both feelings of trust and trustworthiness increased oxytocin in participants.

Zak also began to work with these organizations and developed a survey – Ofactor - that measures the eight neuroleadership behaviors that promote trust (Zak, 2017). Zak confirmed the validity of Ofactor to "capture the neurophysiologic markers of trust" in studies both in his laboratory and organizations, through a studies that included blood oxytocin levels, measured in electrocardiograms, and skin conductance responses (Zak, 2017, p.192). After validity was established, he offered the Ofactor survey to organizations who wanted to measure, then improve their culture.

The outcomes espoused in Zak's work came from comparing surveys of high trust and other organizations and industries (business, non-profits, state/local government) across the world. The outcomes are significant and vary depending on the industry with additional variances across disciplines. For instance, Zak found, not surprisingly, that that non-profits are stronger in building a culture of trust than business, despite their lower salaries. The business sector outcomes (discussed later in the article) had greater depth and breadth of study, with thousands of participants from multiple corporations, including high trust organizations. The survey sample of state and local government was extremely small and Zak purports that while low in trust, the sample size is too small to extrapolate helpful outcomes. Neuroleadership within public human services is not included in the studies. However, the outcomes achieved from other sectors investing in high trust cultures makes a solid argument of applicability of neuroleadership within public human services organizations. Given Zak's findings, leaders who implement the neuroleadership building blocks will improve employee engagement, well-being, performance, innovation, and retention, through the stimulation of oxytocin (Zak, 2018). By doing so, healthy organizational culture and climate evolve.

Organizational climate and culture theory. Organizational climate and culture theory (OCC) research align with and supports the implementation of this conceptual framework. The first step to creating a positive tone throughout the organization requires an examination of current leadership behaviors, strategies, and organizational supports, associated with the values and ethics grounding social work practice. By fostering an ethical organizational identity through values and ethics, a foundation for quality service delivery is established (Verbos, Gerard, Forshey, Harding & Miller, 2007). Cultivating a values-based, ethical organizational identity

requires behaviors similar to those neuroleadership advocates. This intentional action shapes the foundational culture and climate.

Culture and climate then develops around the established organizational ethical identity. Williams and Glisson (2014) found in several research studies that three dimensions of culture (proficiency, resistance, and rigidity) shape three elements of climate (engagement, functionality, and stress). Organizations with more proficient, less rigid environments encourage more engagement and less stress, bolstering retention (Williams & Glisson, 2014). Hemmelgarn and Williams (2018) outline specific strategies related to client availability, responsiveness, and continuity (ARC) in service delivery that when implemented promote proficient organizational social contexts, retention and improved outcomes. The strategies of ARC intersect with neuroleadership, furthering the hypothesis of the effectiveness of neuroleadership within public human services.

Neuroleadership embraces the notion that through positive stress - or "eustress" - and implementation of other neuroleadership behaviors, the culture and climate, and the workforce begin to shift to a "growth mindset" (Rock, Grant & Slaughter, 2018). Social workers operating within a growth mindset perceive the environment as non-threatening, solution focused, innovative, and open. When the workforce embraces a growth mindset, the focus is on creativity and continuous quality improvement without fear of failure, which occurs when innovating practice. Dweck, Murphy, Chatman, and Kray (n.d.) found that organizations with a growth mindset had 47% great trust and 34% more buy-in than organizations with a "fixed mindset." A growth mindset is influential in building a positive culture and climate and resilient organization.

Integrated Neuroleadership Approach

There are numerous studies related to the effectiveness of neuroleadership within business settings and non-profits, yet none specific to public human service organizations. While neuroleadership is studied within non-profits, public organizations are unique in the services they deliver and the culture and climate with which they grapple due to the involuntary, crisis driven nature of public human services work. Although leaders in public organizations may model some of the neuroleadership attributes, the intention, and entirety of the model is lacking. However, the strategies to promote trust are generalizable, which makes neuroleadership applicable within human services (Zak, 2018). Trust is the common denominator that provides the basis for leadership change, improved culture and climate, and retention. Zak (2005) defines trust as one person permitting another person to make a decision that impacts them. Boyas, Wind, and Ruiz (2013) found that trust is the expectation that leaders will be fair and collaborative. Both of these traits are critical to healthy organizations. Trust within an organization is an "economic lubricant" and fundamentally a relational emotion that is based on neurobiology – down to the specific neurotransmitter oxytocin (Zak, 2018). Oxytocin tells us who and when to trust, as well as when to remain guarded. Prompting access to oxytocin through neuroleadership strategies benefits both the workforce and the organization leading to a win-win situation.

The implications of this neuroscience-informed approach requires the leader to intentionally build opportunities throughout the day for the workforce to experience oxytocin production (Zak, 2018). Through implementing systematic leadership traits, policies, and an organizational philosophy aligned with trust factors, leaders create conditions in which people desire to perform well and want to stay in organizations. Leaders vulnerability and engagement

to exhibit their integrity, transparent communication, and failures also further the development of trust. In his studies, Zak (2018) was able to identify precise ways to stimulate oxytocin, enhance the work environment, and improve performance through eight leadership building blocks.

Neuroleadership Building Blocks

To develop a high trust organization, the leader must be specific about how the organization works to serve others through the public human services mission. Grounding the mission are social work values and ethics, further connecting social workers to the purpose of the organization. The entire purpose of human services is to provide quality services to promote self-sufficiency, safety, permanence, and well-being of individuals, families, and children. This clarity in mission gives organizations a sturdy foundation on which to build a high trust culture and climate. Reconstruction of the culture and climate evolves by intentionally building opportunities during the day for the workforce to stimulate oxytocin. Examination of the eight leadership buildings blocks informs operationalization of neuroleadership within public human service organizations.

Ovation. Ovation is the act of recognizing high performers within the organization. Recognition that is spontaneous and public promotes the production of more oxytocin, which results in improved performance (Zak, 2018). The brain makes a note of the feelings connected to appreciation and strives to do more of what solicited the praise. Ovation consists of unexpected, specific, personal praise and appreciation from leaders and peers, in public settings. Zak (2018) found that ovation prompts significant brain activity linked to enhancing performance. Multiple studies find that praise, reward, and recognition are motivating factors for the human services workforce (Boyas, Wind & Ruiz, 2013; Fernandes, 2016; Selda & Sown,

201; Westbrook et al., 2012). Ovation is at the core of honoring human relationships, social work practice, and is a dominant retention factor finding.

Expectation. Setting individual and team expectations for difficult yet obtainable challenges help promote professional development and a growth mindset (Zak, 2018). Fernandes (2016) notes that accepting challenges create a greater predictor of commitment for the workforce. Goals should be time-limited, and feedback on performance given at least weekly for building high trust. Once social workers reach goals, leaders should return to ovation and praise the team members for their specific contributions. Glisson et al. (2011) note that expectations set the tone of rigidity or flexibility and innovation in service delivery.

Yield. Yield allows the workforce to have control and autonomy in how to perform tasks (Zak, 2018). Allowing the workforce yield promotes creativity and learning from mistakes, which advances a growth mindset. As social workers use their creativity to further service delivery through their professional discernment, the values of service and social justice are nurtured through yield. Further, yield improves teamwork and innovation, resulting in buy-in from the workforce. Autonomy in human services is somewhat bound by law, policy, and mandate. However, there are many opportunities to innovate practice without going outside of those boundaries. Organizational culture and climate research findings identify autonomy and innovation as stay factors for the workforce (Fernandes, 2016; Westbrook et al., 2012;). Through setting clear objectives that give the workforce discernment in meeting goals, companies decreased turnover by 90% and increased productivity by 41% (Zak, 2018).

Transfer. Transfer encourages the workforce to utilize their strengths on projects or in areas where they have expertise (Zak, 2018). Transfer reduces chronic stress through promoting autonomy and empowering the workforce to choose the teams with which they work. Through

transfer, the leader increases job satisfaction, commitment, and customer service (Zak, 2018). Examples include leaders' flexibility in allowing social workers moving to different programs areas or job sharing. Both of these decrease burnout and improve practice.

Openness. Honest, transparent, broad, and frequent communication is necessary for creating high trust organizations. Candid communication increases trust and reduces the fear the workforce may have about strategies or decisions made within the organization. Communication must flow in all directions for true exchange and trust to develop between leadership and the workforce. Leaders who engage the workforce in solutions related to practice and organizational issues organically convey openness, trust, and vulnerability. Organizational culture and climate research identify clear, frequent, and multiple methods of communication throughout the organization as a key to retention. Further, openness is a common thread that supports NASW values and ethics. Leaders who use multiple modes of communication – email, video messages, social media, blogs and vlogs, face-to-face in groups and one-on-one – are most effective (Johnco, Salloum, Olson & Edwards 2014).

Caring. Intentionally engaging in and developing relationships with the workforce is an asset to leaders. Leaders who inquire about something personal to the employee improve the culture through this simple act. Relationships between colleagues are also important to social workers' commitment to stay in organizations (Zak, 2018). People who had a significant relationship with someone at work were more productive, innovative, and "present" when working (Zak, 2018). A culture of caring not only taps into the release of oxytocin but stimulates empathy which is linked ethical behavior. Caring, authentic relationships are a stay factor consistently noted within culture and climate theory research and is a professional social work value (Fernandes, 2016; Glisson et al., 2012; Westbrook et al., 2012).

Invest. Facilitating whole person growth results in caring relationships, and openness through respectful, bi-directional communication. Understanding that the personal life of the social worker impacts their professional lives helps leaders focus holistically on development, coaching, and support. Leaders investing in this way, improve trust, creativity, and productivity (Zak, 2018). Examples include professional development opportunities, leave time, and team retreats.

Natural. The leadership traits of honesty, authenticity, and vulnerability are integral to cultivating a high trust organization. Natural leaders are less authoritative; rather they ask questions, solicit feedback and opinions, and demonstrate humility through admitting and learning from failures (Zak, 2018). By doing so, they lead through a growth mindset philosophy which indirectly permits the workforce to try innovative, creative ideas without repercussions. This leadership style allows leaders to make decisions in a more informed, intentional, genuine way. Leaders who engage authentically stimulate oxytocin and improve trust. In human services, engaging with social workers is a core value and essential to improving processes, practice, and outcomes (Fernandes, 2016; Glisson et al., 2012; Janco et al., 2014; Westbrook et al., 2012). Leading by example is a strategy for administrators to consider. Leaders who demonstrating a willingness to address their own secondary trauma, partner with others, focus on their work-life balance and seek professional development, give the workforce permission to do so as well.

To better understand the dynamics and application of the conceptual framework, the discussion and implication for human services organizations further outlines the body of research.

Discussion

The neuroscience-informed framework outlined in this conceptual paper includes a cross-sectoral organizational trust model developed by Dr. Paul Zak (2018). While neuroleadership is primarily studied in the business sector, there are also small studies in non-profits, and a very small study sample within state and local government. However, neuroleadership has not been fully implemented or primarily studied in public human services organizations. This conceptual paper asserts neuroleadership has significant applicability in human services, as the overall results are the outcomes public organizations seek to achieve.

The neuroleadership model also supports the stay factors found in the culture and climate research. Further, through application of neuroleadership, desired outcomes are achieved. Through leaders' demonstration of the eight neuroleadership behaviors, toxic leadership dissolves, workforce retention is increased, and the culture and climate evolves into one of resilience. Understanding the psychological and physiological responses of the workforce within the work environment aid leaders to adjust their approach, improve trust and motivation, and increase performance (Ghadiri, Habermacher & Peters, 2013). Both the organizational trust model and culture and climate theory focus on building healthy, resilient organizations that excel in performance and thrive during adversity.

Workforce Stay Factors

While salary and benefits are important, the culture and climate in which the workforce functions must be healthy to retain quality staff (Westbrook, Ellis & Ellett, 2006). Human services are mission-driven work, and the workforce delivering services need reminders about how much their investment of "self" matters to the work. "Stay" factors, those elements of a positive organizational climate and culture found to decrease turnover, are noted throughout the

literature. One foundational stay factor is the depth of the relationship between the leader and the social worker. Engaging social workers in dialogue to enhance practice, improve the work environment, and address workforce well-being forwards that relationship. This behavior alone improves on of the significant challenges of human service organization culture and climate.

Neuroleadership focuses on engagement and authentic leadership as behaviors that promote trust, therefore aligning the model with climate and culture findings. Additionally, leaders investing in authentic discourse such as celebrate successes (ovation), and sharing of self (natural), help to cultivate strong relationships. Further, autonomy in practice, colleague support, transparent promotional opportunities, salary, and benefits were crucial to retention (Glisson et al., 2012; Westbrook, Ellet & Asberg, 2012). Other stay factors identified in the research include educational degree, supervisory supports, relationships, and style of leadership. All of these stay factors directly impact the three challenges in human services: leadership, workforce retention, and culture and climate.

Educational degree. Both Bachelor of Social Work (BSW) Through leaders' demonstration of the eight neuroleadership behaviors, toxic leadership dissolves, workforce retention is increased, and the culture and climate evolves into one of resilience. Master of Social Work (MSW) workers stay longer in public organizations than those who do not have social work degrees. Findings from studies note that only 39.5% of the workforce have a BSW or MSW, and less than 15% of agencies require BSW or MSW's (Barth, Lloyd, Christ, Chapman & Dickinson, 2008; Children's Defense Fund & Children's Rights, 2006). The dynamics related to the educational degree for recruitment and retention of the workforce warrants attention. Education links to quality service delivery, supervision, and leadership succession. Other stay factor themes linked to education include quality supervision, authentic engagement of

employees in organizational and practice matters, client-focused philosophy, and addressing secondary trauma.

Supervisory supports. Within child welfare and across other program areas in human services, experienced and new social workers need different and specific supervisory and organizational supports. Boyas, Wind, and Ruiz (2013) found that experienced workers desire organizational fairness, autonomy, and influence in practice and organizational decisions. Newer workers require more supervisory availability and depth in quality of supervision to guide them. Those who did not receive supervisory support left the organization. Findings from previous studies suggest that there is a direct supervisory link to cultivating an environment which allows social workers to innovate practice without fear of repercussions (O'Mara, 2018; Rock, 2018). The eight building blocks within neuroleadership are directly related to cultivating a learning organization. Finally, supervisors who engage social workers' expertise in solutions related to practice or organizational matters improve buy-in and retention. The multi-leadership level implementation of neuro-informed approach deepens supervisory supports.

Relationships. The quality of relationships between social workers and leadership helps retain a fully qualified, diverse, and inclusive workforce (Brimhall, Lizano & Barak, 2014). Engagement in relationships offer opportunities for leaders to exhibit integrity, transparent communication, and vulnerabilities - all key to the development of trust. Through demonstrating the behaviors associated in the "natural" building block of neuroleadership, leaders are able to establish depth of relationships, therefore tapping into oxytocin experiences for the workforce. This leads to a demonstration of whole person investment (invest) through the development of a trauma-informed system, furthering resiliency. Through building a comprehensive trauma-informed system that addresses physical safety, psychological safety, secondary trauma, and the

overall well-being of the workforce, leaders exhibit caring. (Esaki, Benamati, Yanosy, Middleton, Hopson, Hummer, & Bloom, 2013). Depth of relationships are a core driver of neuroleadership, therefore honoring the importance of human relationships, which is also at the center of NASW values and ethics.

Leadership. Evaluating effective leadership is a risky endeavor as it requires vulnerability, introspection, and change from the leader. Leaders who balance their leadership style with being grounded in social work values and ethics improves buy-in and engagement from the workforce. When this investment occurs, organizations move toward a positive, workforce-oriented, healthy work environment. The intentionality of the neuroleadership thwarts toxic leadership, moving organizations to evolve. To that end, the implementation of neuroscience-informed leadership can be an instrument of building trust, which is the foundation for change. Leaders who intentionally build their day, interactions, and meetings around the neuroleadership behaviors will steadily improve trust, which supports the cultivation of a healthy, resilient climate and culture.

Outcomes of an Integrated Neuroleadership Model

Neuroleadership research suggests that organizations that embrace an integrated neuro-leadership model significantly improve in several areas of performance, all impacting leadership, retention, and culture and climate. Zak studied neuroleadership in three industries, with the most significant findings coming out of the business sector. Zak (2017) compared high trust to low trust organizations implementing the neuroleadership model and found that high trust organizations have: a) employees that are 70% more engaged; b) 50% more productive; c) half the turnover of low trust organizations; d) 40% less burnout; e) 70% more connection with the organizational purpose; f) 13% fewer sick days; g) 74% less stress; h) 56% more satisfaction

with their jobs; i) 60% closer relationship with colleagues; j) 41% greater sense of accomplishment, and; k) 29% more satisfaction with life outside of work. The outcomes are similar to the ones public human services organizations seek and directly address the factors associated with the culture and climate research findings.

The Ofactor survey findings from the studies given additional insight about leadership and organizations. For instance, Zak found that in for-profits the average Ofactor organizational trust is 73.17 (out of 100) (Zak, 2017). The highest ranking building block for business is natural, with invest and ovation being the lowest. Within the non-profit sector, a smaller sample size, organization trust was at an average of 68.79. The highest ranked trust factor is transfer – encouraging the workforce to use their strengths, which is expected in lower budget organizations. The lowest ranking trust factor is again, ovation. Even though trust was lower than in the for-profit sector, joy was high and associated with purpose of the organization (Zak, 2017). Finally, in the small sample of state and local government, the Ofactor results found that organization trust was low, at an average of 67, with the lowest ranking factor being – again – ovation. It is clear from the studies that recognition and celebrating successes is highly under-utilized in organizations as a whole. See Table 2.

Table 2

Neuroleadership Traits, Outcomes, and Culture and Climate Findings

Neuroleadership Trait or Strategy[a]	Culture and Climate Research Stay Factors[b]
Ovation, caring	Strengths-based, client-focused philosophy
Ovation	Recognition and praise
Natural; caring; open; transfer	Inclusive partnership with workforce; engagement of social workers in organizational and practice solutions; colleague support
Invest; caring; transfer	Trauma-informed system, including physical and psychological safety; addressing secondary traumatic stress
Yield; expectation; invest; caring	Autonomy in practice; creativity and innovation; promotion opportunities
Open; natural; caring	Transparency in communication; open, authentic relationships between social workers and leadership
Invest; transfer; yield; expectations	Learning environment; continuous quality improvement – learning from mistakes
Ovation; expectation; yield; transfer; open; caring; invest; natural	Effective, engaged, authentic leadership; quality supervision; inspiring and visionary

Note: a) Adapted from Zak, P. J. (2018). The neuroscience of high-trust organizations. *Consulting Psychology Journal: Practice and Research, 70*(1), 45-58. doi: 10.1037/cpb0000076 b) Adapted from Glisson, C., Green, P. & Williams, M.J.(2012). Assessing the organizational social context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect, 36*(9), 621-632. doi.org/10.1016/j.chiabu.2012.06.002 and Westbrook, T. M., Ellett, A.J. & Asberg, K. (2012). Predicting public child welfare employees' intentions to remain employed with the child welfare organizational culture inventory. *Children and Youth Services Review, 34*(7), 1214-1221. doi: 10.1016/j.childyouth.2012.02.010

Conclusion

Human services are at a crucial point in how leadership shapes organizational culture and climate, workforce retention, and client outcomes. While bureaucratic public agency structures and types of leadership practiced are somewhat the same, the workforce and political environment are not. Therefore, leaders must pay attention to how they lead. Is leadership aligned with social work values and ethics? Or does it promote a climate and culture of blame and stagnation? Are leaders a part of the challenge or part of the solution? Leaders who self-evaluate and seek different strategies, will attract the new workforce, deliver quality services, and forward the mission of their organizations and the profession.

Leadership within human services organization is not typically based on a scientifically informed model. Neuroleadership forwards the eight specific behaviors documented to improve organizations, while building a healthy, resilient workforce – the essential tool within human services. Additionally, neuroleadership offers a solution that is equipped to help social workers and leaders re-align with professional values and ethics, adjust leadership trajectory, and gain momentum to contend with tomorrow's complex human challenges. To meet this challenge, a leader's ability to connect with the workforce, and ultimately the back to the practice of social work, reinvigorates the public human services organization, which is driven by mission and values. While leaders must still manage the business side of the organization, reconnection to the core tenants of social work hone the focus towards workforce retention and client outcomes. There are multiple cross-discipline implications when leaders implement neuroleadership successfully.

Implications for Public Human Service Organizations

Through implementing an integrated neuroleadership approach, there are multiple implications for social work practice, client outcomes, supervision, fiscal benefits, and public trust. All of these elements contribute to a thriving human services organization focused on trust, the mission, and alignment with social work values and ethics. By implementing neuroleadership, unhealthy leadership fades, workforce retention thrives, and a healthy, resilient culture and climate embeds into the organization. Values and ethics drive the social work profession and the reasons that many considered the profession in the beginning. Along the way, organizations with poor leadership and a negative culture and climate pull away from the very tenants that built the profession. Organizations that implement neuroleadership strategies notice a shift in the response of clients, the workforce, and the community. This results in a thriving social work profession, focused on the core tenants of social work.

Social work practice. As social work retention improves, so does the positive culture and climate, strengths-based philosophy, authentic partnership, and increased engagement with clients. Hemmelgarn and Glisson (2018) found that a healthy culture and climate promote quality in service delivery and decisions, openness to adopt evidence-based practices, and investment in enhancing practice. Williams & Glisson (2014) notes that youth receiving services from social workers with engaged culture and climate demonstrated significant improvements over seven years. Further, they found that organizations with a positive work environment better supported "positive relationships, tenacity, availability, responsiveness, and continuity" in service delivery to achieve outcomes (Williams & Glisson, 2014, p. 764). Implementation of neuroleadership traits directly impacts the quality of service delivery to clients.

Client outcomes. Organizations with strong leadership and culture and climate perform better in achieving client outcomes. Retention of expertise of a qualified, trained workforce improves client engagement & relationship building, improves the continuity of service delivery, better decision making, and timelessness of outcome achievement (Casey, 2017; USGAO, 2003; Strolin, McCarthy & Caringi, 2006). Within child welfare, experience also directly informs the perspective of the social worker in balancing family preservation and child safety, preventing unnecessary out of home placements, and substantiations (Fluke, Corwin, Hollinshead & Maher, 2016). In their research related to culture and climate, Hemmelgarn and Glisson (2018) found that positive organizational cultures improve social workers' attitude regarding evidence-based practices, quality service delivery, and better client outcomes. Additionally, multiple studies within the culture and climate research reiterate that retaining expertise of a qualified workforce leads to enhanced client outcomes in all program areas across human services. Further, an integral factor in both quality service delivery and retention is the quality of supervision.

Supervision. Neuroleadership and attention to the culture and climate also improves supervision. As leaders both demonstrate and set expectations regarding the eight neuroleadership building blocks, supervisors and managers begin to shift their approach with social workers. Public human services work is intrinsically difficult, yet high morale can be cultivated even in this high-stress environment. Glisson et al. (2012) found that collaboration, flexibility, inviting input into decision making, and reducing unneeded processes can mitigate the organic, environmental effects of practice. Supervisors have a key role in the day-to-day operations within organizations and effect all of the above concerns. Supervisors can also have an impact on workforce well-being. Quality supervision practices to identify, address, and build organizational supports to mitigate secondary traumatic stress to bolster retention. Johnco et al.

(2014) found that supervisory support is a stay factor and can increase retention by 46%. Supervisors are essential to retention and often buffer the adverse impact of caseloads, workloads, and role conflicts on burnout. Through a neuroleadership model, supervisory practices for collaborative partnerships create new opportunities for support between social workers and supervisors.

Fiscal benefits. The implementation of leadership strategies to reduce turnover can have a significant positive financial impact. Fiscal costs of turnover range from 30% – 70% of the social worker's salary when they leave an organization (AFCME, 2016; Casey, 2017; Dorch, Mccarthy, & Denofrio, 2008; USGAO, 2003). In addition, the cost grows if federal funding has supported the social workers' education through Title IV-E. On average, it takes a new practitioner six months from hire to carrying a full caseload, increasing the fiscal impact. Turnover is a direct cost to taxpayers and negatively impacts already constrained of an organizational budget. Costs include direct expenses such as human recourse time, leave payouts, unemployment, recruitment, hiring, training, and overtime for the current workforce. Indirect costs are broader and consider the human cost as well. Loss of productivity, less expertise in decision making, and longer investigations and length of stay in foster care result in increases to the budget on each line item. By investing up front in strategies such as a neuroleadership approach, retention costs decline impacting financial health positively.

Public trust. Generally, public trust in public human services organizations results in a high level of scrutiny and negative public perceptions (Legood, McGrath, Searle & Lee, 2016). However, public trust increases through enhanced social work practice, improved outcomes, and fiscal stewardship. The service delivery experiences of clients and their supports impact the public's view of human service organizations (Legood et al., 2016). When clients have a

positive encounter, whether with one worker or with multiple people, they share it with others. Outcomes are enhanced as engagement and relationships with clients build. Stakeholders, including taxpayers, other funders, and partner agencies gain confidence in organizations that improve and achieve their outcomes. Doing so demonstrates the effectiveness of both leadership and the practice within the organization. Finally, fiscal stewardship of public and private dollars offers opportunities to reallocate funds to invest in traditionally underfunded systems. Cost savings related to retention can be reinvested in other program areas or can be returned to the general budget fund, garnering trust from county and state fiscal managers, as well as legislators. These three successes help restore public trust in human service organizations.

Future Research

Future research of neuroleadership in public human service organizations is needed in order to fully understand and validate the conceptual model. A comparison mixed methods study of mid-to-large human service organizations will help to better inform this approach. This author is partnering with other researchers to find organizations that are open to implementing a neuroleadership approach, being a part of a three year study, and demonstrating successes authentic growth organizations can have. Comparing organizations that use traditional leadership methodologies with the neuroleadership model will offer a deeper understanding of the impact of neuroleadership within public human services. Within the research, an organizational health assessment through the organizational social context scale, developed by Glisson, will be used to collect pre-and-post implementation data. Also, workforce data consisting of educational degree, years of experience, demographics of workers, and retention rates will inform the research. Through doing so, neuroleadership research in human services will begin to take shape and forward the vision and future of public human service organizations.

Practice Points

- The eight neuroleadership behaviors are tools for leaders to amplify influence and motivate the workforce, therefore improving trust
- Improved trust enhances social work practice, leading to better client and organizational outcomes
- Healthy, resilient culture and climate, core elements of a successful organization, are magnified through reflective and intentional leadership

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Implementing Neuroleadership for Organizational Success: A Systematic Review

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Abstract

This systematic review examined current peer-reviewed literature that study the results of implementing neuroleadership in organizations. Neuroleadership - application of brain science to leadership strategies - continues to evolve in both practice and the literature. Human service organizations grapple with workforce engagement and retention, cultivating a healthy, resilient culture and climate, and achievement of outcomes. All of these challenges can be addressed through implementing neuroleadership in order to improve decision making and problem solving, emotional regulation, collaboration and influence, and facilitating change within the organization. This article outlines findings from twenty-three research articles that examined neuroleadership within organizations. The review included peer-reviewed English language studies published between 2008 and 2019. Specifically, the following leadership and practice themes emerged from the review related to the four leadership domains, including eight leadership behaviors that enhance trust. Implications for leadership, organizations, and practice are addressed.

Keywords: neuroleadership; trust; culture and climate; engagement; organizations; systematic review

Implementing Neuroleadership for Organizational Success: A Systematic Review

Human service organizations across the nation continue to face challenges related to leadership, retention, and achievement of outcomes. As leaders seek solutions to re-tool the course of their organization, many look toward cross-disciplinary models that fit human services. Neuroleadership, a model initially developed by David Rock in 2006, is used often in the for-profit corporate sector. Neuroleadership is rarely utilized within human service organizations, although it aligns well with the values, ethics, and needs for quality service delivery (Zak, 2017). The neuroleadership model also addresses needs within human services culture and climate research. Neuroleadership links the production of oxytocin through leadership behaviors to promote trust. Trust, an essential ingredient to effect systematic, sustainable change is garnered by leadership engagement, recognition of successes, and vulnerability, to name a few. Additionally, trust is a remedy for improving many challenges within human services organizations. The literature indicates that attentive leaders can make human services organizations more productive and effective when they implement the neuroleadership model (Rock, 2009; Zak, 2017, 2017b).

Neuroleadership is an emerging concept and has only recently been biologically linked to developing and deepening trust within organizations (Zak, 2017, 2017b). Neuroleadership applies the findings from neuroscience, to the practice of leadership in the areas of leadership development, organizational change management, and training, consulting, and coaching (Rock & Slaughter, 2018). Neuroleadership is application of neuroscience to leadership in order to better analyze, understand, and develop leaders' attitude and behaviors (Liu, Jing & Gao, 2015). Neuroleadership examines people in both work and social environments through four domains: a) decision-making and problem-solving, b) emotional regulation, c) collaboration and

influencing others, and d) facilitating change (Rock, 2008). The leadership key to unlocking the potential of trust within culture and climate lies in how leaders engage the workforce.

Much of the neuroleadership literature is focused on for-profit corporations, with only a few studies focused in non-profits and government organizations (Zak, 2017). The existing literature offers evidence that emotional – in fact, biological – reactions are triggered through leaders' behaviors within the work environment (Zak, 2017). The workforce who experiences behaviors such as being ignored, ostracized, or humiliated, triggers the same areas of the brain as physical pain (Rock, 2009; Zak, 2017). Conversely, positive relationships between leaders and the workforce activate the brain to openness, innovation and engagement with others (Schaufenbuel, 2014). Neuroscientific evidence suggests that the brain's effort to maximize reward and minimize threats connects to experiencing specific leadership behaviors through organizational culture and climate (McDonald & Tang, 2014). By improving the four domains of leadership through a neuroscientific approach, the workforce and therefore, organizations thrive.

Through active neuroleadership, there is increased engagement of the workforce leading to retention, a healthy, resilient culture and climate, and achievement of outcomes – three significant challenges with which leaders contend. Organizational culture and climate theory (OCC) research findings outline the components of a healthy, resilient organizational culture – all of which are aligned with implementing neuroleadership. While climate and culture are two separate concepts, they work together to create an organizational environment, driven by the leaders' behaviors. While climate is about experiential descriptions or perceptions of what happens, culture helps define why things happen (Schneider, 2000). Glisson (2012) characterizes the organizational culture as "expectations and priorities in an organization that determine the way work is done" (p.622). Glisson & Williams (2014) further explain that culture describes the

shared attitudes, values, goals, and practices that characterize an organization. Both culture and climate are directly impacted by how the leader interacts with the workforce in the day-to-day work. As the leader models specific behaviors, culture and climate are built and converge to create either a positive or negative work environment.

The premise of the systematic literature review is guided by the following questions: 1) What are the varying approaches to neuroleadership? 2) What neuroleadership behaviors are identified as transformative and impactful? and 3) How does neuroleadership address needs identified in human services organizational culture and climate theory? The exploration of the questions within this review sought to help identify leadership practices that can be used to strengthen the leadership of human service organizations.

Rationale for Study

Examination of neuroleadership within the context of human services drives the systematic literature review. Dr. Paul Zak's recent research on neuroleadership outcomes propels the argument that neuroleadership is poised to address the top challenges found within organizational culture and climate theory findings. Further, neuroleadership aligns with social work values and ethics, as well as practice with children, families, and individuals. For example, Zak (2017b), argues that after oxytocin releases from experiencing positive leadership behaviors, ethical behavior improves. By innovating leadership through this model, the paradigm of human services organizations shift, resulting in a beginning of systematic leadership evolution.

The argument is that neuroleadership is transferrable across sectors, addresses OCC challenges, and has the same results when implemented in human service organizations. Through the review, readers will glean a better understanding of the varying neuroleadership models within the literature. Also, readers will understand how implementing a neuroscience-based

leadership model that focuses on building trust and supports the positive growth of human service organizations. Specifically explored, synthesized, and uncovered are the themes within the research related to neuroleadership behaviors.

Also examined is a neuroleadership model containing eight behaviors biologically noted to improve trust and effectiveness, which align with human services culture and climate research findings. Additionally, the four neuroleadership domains of decision making and problem solving, emotional regulation, collaboration and influence, and facilitating change are linked to findings in the research. Investigated within the literature review are the outcomes produced through implementation of neuroleadership. These outcomes help leaders understand how improving leadership improves retention, outcomes, and cultivates a thriving culture and climate. Finally, the review includes implications to human services agencies, social work practice, and client service delivery.

Background

The literature review is focused on the model of neuroleadership and its four practice domains. Neuroleadership is an emerging application of the neurosciences to psychology, management, and leadership. It has only been within the last decade of the 20th century that scientists began to study brain activity responses through functional magnetic resonance imaging (fMRI), along with other scientific methods to map change in blood flow, electrical discharges, and magnetic fields to view real time experiences of people (Lafferty & Alford, 2010). Now, advanced computer analyses concretely explain the body and mind connections, including how people perceive, think, act, and feel (Rock & Schwartz, 2006; Zak, 2017). Doing so helps leaders use their own behavior as tools to promote trust and growth in their organizations.

Due to the limited empirical research on neuroleadership, included in the systematic literature review are varying perspectives on applying neuroleadership concepts to organizational implications from the various neuroleadership lenses. Additionally, an emphasis on Dr. Paul Zak's neuroleadership model focuses on building organizational trust and is included in the review, as it aligns well within the context of human services organizations. To that end, the measurement of human services culture and climate, examines the needs within human services related to workforce retention and improving the culture and climate. Finally, a focus on neuroleadership research outcomes and implications from implementation of neuroleadership necessitates studies focusing on the unconventional model of within human services.

Neuroleadership

The literature on neuroleadership is situated primarily in the business sector, with Zak's (2017b) research expanding the research into non-profits and governmental agencies. The empirical research is limited within the current literature and the existing research rests upon three scientific areas including: evolutionary psychology, behavioral genetics, and physiological changes (Becker, Cropazano & Sanfey, 2011). Evolutionary psychology connects natural selection with cognitive brain processes that help people understand others behavior, as well as recognize leadership traits that might threaten or reward. Behavioral genetics examines the impact of genetics on behavior, response to situations in the work environment, and how those influence values within the work environment. Finally, physiological changes, seemingly the most explored, involve physiological responses related to work experiences and behavior. For example, employees with a more supportive supervisor have lower blood pressure than those do not (Becker, Cropazano & Sanfey, 2011).

Rock's research notes two broad themes within neuroleadership. One, our limbic system, with focus on the hippocampus and the amygdale, trigger the approach (reward) and avoid (threat) responses in the body (Rock, 2009a). The hippocampus is a large region in the brain involved in how we consciously experience memories, not only remembering facts, but also the feelings about them (Rock, 2009a). Therefore, the stronger the emotion tied to an event, the more easily the memory is triggered. The hippocampus also connects what people remember to whether an experience is similar to a past danger or reward, therefore connecting past emotional responses to events that are currently happening (Rock, 2009a). The amygdale is also a part of the limbic system and is often considered the "emotional center" of the brain, arousing emotions either towards or away from situations (Rock, 2009a). The research finds that a threat response that is triggered through actual or perceived psychological distance from others is equal, within the brain's response, to physical pain (Rock, 2009b). Conversely, leaders' tone of voice and non-verbal communication can lead to either influence of the employee or a pushing away (Rock, 2010). This type of neuroscience helps leaders understand the significance of how the workforce experiences negative and positive leadership behaviors.

Secondly, there are four primary leadership domains in the prefrontal cortex that neuroleadership enhances: decision making and problem solving, emotional regulation, collaboration and influencing others, and facilitating change. The four domains or leadership traits have significance to the literature review, in that leadership behaviors identified as specifically garnering trust within organizations, are linked to the four neuroleadership practice domains. There are varying perspectives from the literature that integrate the four practice domains.

Decision making and problem solving. Daniel Kahneman's (2011) work on system 1 and 2 thinking speaks to the link to neuroleadership decision making and problem solving (critical thinking) domains. According to Kahneman (2011), system 1 is the intuitive method of thinking, "jumping" to conclusions, and decision making, while system 2, focuses on critical thinking, reflection, problem-solving, and analysis. The most time is spent in system 1 thinking, with system 2 thinking taking more intentional, critical thought. Leader's decision making and critical thinking processes are directly linked to how they use their system 2 thinking versus system 1 thinking. Neuroleadership behaviors deliberately drive leaders to be deliberate about how they interact with the workforce. Through intentional neuroleadership, leaders who balance operating within system 1 thinking, complemented by system 2 thinking have more insight and make the most holistic, informed, and timely decisions (Ringleb, Rock & Anacona, 2015).

Emotional regulation. The ability to understand and regulate emotions – or emotional regulation – is a core leadership skill and helps to promote the leaders' ability to authentically connect with the workforce in a non-threatening way (Lafferty & Alford, 2010). Not only should leaders be aware that emotions impact their own decision making but impact their workforce's ability to problem solve as well. In fact, decision research in multiple disciplines find that leaders who are aware and accept that emotions can impact decision making have the ability to better emotionally regulate (Ringleb, Rock & Anacona, 2015). Additionally, Ringleb, Rock & Anacona (2015) found that if a leader has high emotional intelligence, then cognitive stress and other distractions do not impact decision making. In order to build the capacity of leaders to both act and create change during uncertainty, McDonald & Tang (2014) assert that enabled leaders recognize the physical and physiological signs of an "emotional hijack," allowing them to implement coping tactics. Many leaders are now embracing meditation, yoga, and other

mindfulness practices to engage emotional regulation and reduce stress, leading to improved decision making (McDonald & Tang, 2015).

Collaboration and influence. Feelings of safety, fairness, and maintaining or advancing status are integral to influencing the workforce and forwarding collaboration (Rock, 2008). The approach (reward) and avoid (threat) response is evident when leaders interact with the workforce in this domain. Leaders must engage the workforce in ways that allow them to think creatively, reward them for being successful, and ask questions instead of directing. Rock's (2008) SCARF model involves five domains of social experience all of which directly impact the culture and climate:

- status – relative importance to others
- certainty – ability to predict the future, to a degree
- autonomy – sense of control over events
- relatedness – how safe one feels with others or in an environment; and
- fairness – how fair we perceive exchanges between people to be.

By using the SCARF model as a guide for leaders to intentionally navigate their interactions with the workforce through this neuro-informed way of communicating, engagement and trust are increased (Rock, 2008; Zak, 2017). Collaboration and influence are key leadership elements to facilitating change.

Facilitating change. Evidence suggests a connection between increased success and systematic change in organizations that draw on the experience, input, and feedback of their workforce (Kuhlmann & Kadgien, 2018; Zak, 2017, 2018). Fox (2008) notes that the brain does not build trust or positive connection when being directed, rather the patterns only change when being engaged in the process of decision making or creating. Therefore, when there are changes

within organizational structure, practice, or vision, engaging employees authentically helps improve buy-in. Rock, Grant & Slaughter (2018) connect this concept to creation of a "growth mindset" within organizations. When organizations embrace a growth mindset, there is encouragement to create, innovate, and to continuously improve the culture and climate and practice (Rock, Grant & Slaughter, 2018). As the workforce begins to trust leadership, engage in developing solutions, and working alongside leaders to forge strong service delivery, organizations and the workforce thrives. Additionally, Dweck, Murphy, Chatman, and Kray (n.d.) found that organizations embracing a growth mindset increased trust significantly, while improving employee buy-in by over 30%. The growth mindset concept is linked to Zak's research, which further breaks down Rock's neuroleadership model into eight specific behaviors biologically studied to improve trust.

Leadership Behaviors Linked to Trust

Dr. Paul Zak's research builds upon Rock's research using eight specified leadership behaviors that when exhibited promote trust in organizations. The eight behaviors connect to social work values and ethics, validating the value of implementing neuroleadership within human service organizations. Through demonstrating these behaviors, the outcomes related to workforce retention, organizational outcomes, and culture and climate improve. Dr. Zak has delineated that the following behaviors biologically promote trust, through his oxytocin studies. The eight behaviors directly address the needs of human services organizations, as found in the OCC theory research. Table 1, developed by this author in a previously published manuscript, outlines the eight behaviors linked to OCC theory findings (Pittman, 2019).

Table 1

Zak Organizational Trust Model – Factors and Leadership Behaviors

Trust Factor	Leadership Traits & Strategies	NASW Values & Ethics
Ovation	Recognize excellence and celebrate success	Importance of human relationships
Expectation	Set reasonable performance expectations and stimulate achievable challenges "eustress"	Competence
Yield	Discretion in performing job tasks and work, train, and delegate	Service; social justice
Transfer	Encourage "job crafting" and align strengths with job duties	Dignity and worth of person
Openness	Communicate, listen, and share Information broadly, often, and consistently	Integrity; social justice
Caring	Intentionally build authentic relationships	Importance of human
Invest	Facilitate whole person growth – personal and professional	relationships
Natural	Lead with authenticity, integrity, humbleness, and vulnerability	Integrity; social justice

Note: Adapted from Zak, P. J. (2017, Jan-Feb). The neuroscience of trust. *Harvard Business Review, 84-90*. Retrieved from https://hbr.org/2017/01/the-neuroscience-of-trust

Neuroleadership Impact on Organizational Culture and Climate Findings

Organizational climate and culture (OCC) theory is predicated on the hypothesis that dimensions of organizational culture produce specific organizational climates, which link to workforce retention and achievement of outcomes within human services (Glisson, Green & Williams, 2012). First, the workforce is the most vital tool for service delivery and is striving for positive outcomes for clients the organization serves. Even though the workforce is committed

to both the mission and delivering services to clients, they need support, supervision, and the ability to impact practice – all elements of the OCC theory. Implicit assumptions might include that if the direct practitioner is "really" committed, the environment would not matter. However, we know that social work - specifically with involuntary clients - is already morally challenging and invokes secondary traumatic stress for direct practitioners. The work itself advances the argument that a healthy organizational climate and culture – and hence, leadership - are critical to retaining a workforce within a public human service's organizational environment.

OCC Theory

Measurement Instruments

In order to assess culture and climate, organizations utilize a measurement tool to evaluate the experiences of the workforce, which then forwards the need to implement neuroleadership with human service organizations. There are three main instruments that measure organizational culture and climate in human services: the organizational social context tool, the child welfare organizational culture inventory, and the comprehensive organizational health assessment. First, Dr. Charles Glisson developed the Organizational Social Context (OSC) measurement tool which has been extensively researched and is both reliable (coefficient dimensions range from .78 to .94) and validated, to measure the climate and culture within human services, specifically child welfare (Glisson, Green & Williams, 2012). The OSC measures the cultural proficiency, rigidity, and resistance; the engagement, functionality, stress within the climate, and work attitudes.

Second, Westbrook, Ellet, and Deweaver (2009) developed the Child Welfare Organizational Culture Inventory (CWOCI) to measure organizational culture and climate within the Georgia child welfare system. The tool measures supervisory and administrative supports,

professionalism, collegiality, organizational ethos, autonomy and beliefs about parents. Although this measurement tool was developed explicitly for GA, the banded dissertation will explore other jurisdictions that have utilized it. Third, is the Comprehensive Organizational Health Assessment (COHA), which was developed by university partners participating in the National Child Welfare Workforce Institute (NCWWI), a former federally funded workforce retention organization.

The COHA is a mixed-methods approach that assesses individual factors (self-efficacy, job satisfaction, intent to stay, burnout, stress, coping skills, and time pressure), team factors (supervision, professional support, team cohesion, and shared vision), organizational factors (leadership, physical environment, learning culture, psychological climate, inclusivity, readiness for change), and community factors (public perception and community resources; Potter, Leake, Longworth-Reed, Altschul & Rienks, 2016). Several states and counties have utilized this measurement tool across the U.S.

OCC Theory Development

One of the most well-known researchers working in the field of organization research is Dr. Charles Glisson (Goering, 2018). Glisson has examined, measured, and developed organizational climate and culture theory since the early 1980's (Glisson & Hemmelgarm, 1998). In 1998, when Glisson examined the issue of organizational climate and culture within human services, specifically child welfare, there were a large number of children entering foster care. Questions about the effectiveness of systems serving children and families were at the forefront. Despite efforts to improve human services systems, leaders had not taken advantage of cross-discipline organizational effectiveness literature in implementing strategies to change the climate and culture or in the evaluation of the effectiveness of the strategies (Glisson & Hemmelgarm,

1998). Therefore, Glisson was driven by two things – a gap in the connection of cross-discipline research that could benefit human services organization and no attempts to measure specific organizational characteristics that contribute to outcomes (Glisson & Hemmelgarm, 1998).

Another gap that drove Glisson's work related to OCC theory is that both theory and research literature did not examine the role of intra-organizational factors in effective services delivery (Glisson & Hemmelgarm, 1998). In Glisson's initial study, his focus was on the internal climate and culture of the organization, including attitudes of the direct practitioner, on outcomes. In addition, at the time of his initial work, there was "almost no empirical research on the contribution of organizational climate to human service effectiveness, and none that examines the link between climate and the outcomes of human services that focus on improving individual psychosocial functioning" (Glisson and Hemmelgarm, 1998, p. 404). By doing so, Glisson contributed groundbreaking research to the then devoid body of literature on organizational climate and culture within human services organizations. Today, there are similarities in the lack of empirical research related to neuroleadership implementation and outcomes in organizations.

Finally, there are two other main factors that drove Glisson's innovative work on OCC theory. First, is the issue within the cross-discipline literature that suggests that internal organization climate and culture positively impacts both retention and service delivery outcomes. Secondly, over the years the literature supports that positive and negative leadership behaviors are one of the primary drivers of organizational climate and culture. All of these factors continue to contribute to the ongoing body of work by Glisson and other experts on OCC theory.

Culture and Climate Findings

The OCC theory asserts that a positive climate and culture promotes empowerment, learning, engagement, enhanced practice, retention, and improved service delivery (Williams & Glisson, 2014; Glisson, Green & Williams, 2012). OCC theory seeks to identify specific areas within the organizational climate and culture that retain the workforce. Conversely, OCC theory also helps to identify those factors that increase turnover. Within the Glisson OCC theory model, there are three dimensions of organizational culture that include proficiency, resistance, and rigidity that influence outcomes in public human services systems. Culture dimensions shape three organizational climate dimensions including, engagement, functionality, and stress. These dimensions either work together or against each other to form organizational climate (Williams & Glisson, 2014). The OCC theory emphasizes that organizations with more proficient, less resistant and less rigid culture will cultivate a positive, engaged climate. Organizations with more proficient, less rigid environments encourage more engagement and less stress, resulting in workforce retention (Williams & Glisson, 2014). This concept is aligned with neuroleadership application within organizations.

There are several other factors identified in the research as stay factors for the human services workforce within the OCC theory. Quality supervision, authentic engagement of employees in organizational and practice matters, client-focused philosophy, and addressing secondary trauma are essential retention factors across research studies (Glisson, Green & Williams, 2012; Johnco Salloum, Olson, & Edwards, 2014; Westbrook et al., 2012). Autonomy in practice, peer support, transparent promotional opportunities and salary and benefits were crucial to retention (Glisson, Green & Williams, 2012; Westbrook et al. 2012). Finally, a healthy organizational climate and culture is paramount to the social worker's intention to stay in human services, particularly in child welfare (Westbrook, Ellet & Asberg, 2012). Relationships offer

opportunities for leaders to exhibit integrity, transparent communication, and vulnerabilities - all key to the development of trust. The argument is, based on the literature and research that a trust-based, cross-sectoral leadership model can be applied to human services organizations to shift to a climate and culture of learning.

In his research, Glisson (2015) developed and tested the *Availability, Responsiveness, and Continuity (ARC)* model of organizational effectiveness (OE) within human services. The OE model addresses the challenges noted from the OSC research and identified five principles that support creative a more positive, resilient culture and climate. Those five principles include: (1) being mission driven versus rule driven, focused toward quality service delivery 2) results oriented, focused on client outcomes versus process oriented 3) consistent continuous quality improvement philosophy focused on client outcomes 4) focus on relationship networks directed towards improving service delivery and client well-being, and 5) engage the workforce in policy and practice decisions (Glisson, 2015). Glisson's findings align directly with neuroleadership findings, furthering the argument that neuroleadership would address the challenges in human service organizations.

Neuroleadership Implementation Results

There are a number of results that organizations have experienced through implementing neuroleadership, based mainly on Zak's research. The literature outlines improvements in morale, retention, productivity, along with a number of other results. Zak (2018) completed extensive research within for-profit, non-profit, and some governmental agencies and found a multiple positive outcome linked to implementing neuroleadership – specifically the eight

Methodology

Study Design

The purpose of the systematic literature was to examine the impact of implementing neuroleadership within organizations. A systematic literature review aims to objectively and methodically locate, identify, critically evaluate, synthesize, and summarize research through a specific, replicable research model (Littell, Corcoran & Pillai, 2008). Early systematic literature reviews originated in social and behavioral science, to qualitatively and methodically evaluate issues such as casework effectiveness (Littell, Corcoran & Pillai, 2008). Systematic literature reviews are used to address a variety of topics, including organizational and workforce issues. The author chose systematic literature review for the topic of neuroleadership to better understand the depth and breadth of the current literature for application in human service organizations. The qualitative paradigm lens helps to define meaning and give context to the literature, the applicability to organizations, and to leadership. Finally, the systematic literature review supports the conceptual paper within this banded dissertation.

Within the research, specific themes and trends emerged surrounding engagement of employees, achievement of outcomes, workforce retention, and cultivating a healthy, resilient culture and climate. Utilized within the systematic literature review is the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) guidelines (Liberati, Altman, Tetzlaff, Mulrow, Gotzsche, Ioannidis, Clarke, Devereaux, Kleijnen, & Moher, 2009). The 27 item checklist and information flow chart provides clarify of organization when researching a specific topic in a systematic research reviews. Additionally, the PICO (Problem, Intervention, Comparison, Outcomes) method was used to frame the questions for the systematic literature review (See Table 2). The defined research questions were. 1) What are the varying approaches to neuroleadership as reflected in the current literature? 2) What neuroleadership behaviors are

identified as transformative and impactful? and 3) How does neuroleadership address needs identified in human services organizational culture and climate theory?

Table 2

PICO Research Method

Problem – (P)	**Intervention (I)**	**Comparison I**	**Outcomes (O)**	**Research Type**
Peer-reviewed articles from organizations within all sectors	Neuroleadership, through varying lenses	None	• Healthy, resilient culture and climate • Workforce retention • Improved outcomes	Conceptual, mixed – methods, qualitative, and quantitative – including case reports, case studies, case control studies, cohort studies, randomized control trials

Eligibility Criteria

The systematic review of current literature focuses on studies published within the last ten years (2008 – 2019) specific to implementing neuroleadership in organizations, with a search focus on human service organizations. The most recent decade of research was targeted due to the emerging nature of neuroleadership. The peer reviewed research was identified through an electronic search in a diverse variety of online databases. Exclusions from this study included unpublished works, non-English articles, editorials, conference proceedings, continuing education or professional development workshops, culture and climate theory literature from disciplines other than human service organizations, and neuroscience related articles not directly

related to leadership specifically. Inclusions were peer-reviewed journal articles for the years 2008-2019; neuroleadership, with a focus on organizations, organizational culture and climate specific to human service organizations, and the design types of quantitative, qualitative, multiple or mixed methods.

Search Strategy

Neuroleadership is primarily studied in business settings, therefore the electronic research included diversity in databases extended beyond the usual social work searches. Since neuroleadership is a currently developing model, searches in larger databases were completed, and then more specific searches followed. The databases accessed were: Academic Search Primer, EBSCO, Elsevier, ERIC, GALE, Google Scholar, Jstor Life Sciences, ProQuest, PsycARTICLES, PsycINFO, SAGE, ScienceDirect, Social Work Abstracts, and socINDEX. The NeuroLeadership Journal, an annual publication of the NeuroLeadership Institute since 2008, was also used.

The search terms used either alone or in combination were: neuroleadership, culture and climate, retention, oxytocin, leadership, organization culture and climate, brain-science leadership, neuroscience of trust, David Rock, and Paul Zak. The organizational culture and climate theory research was focused on human services organizations. The search terms were linked together through the Boolean operators AND and/or OR (See Figure 1).

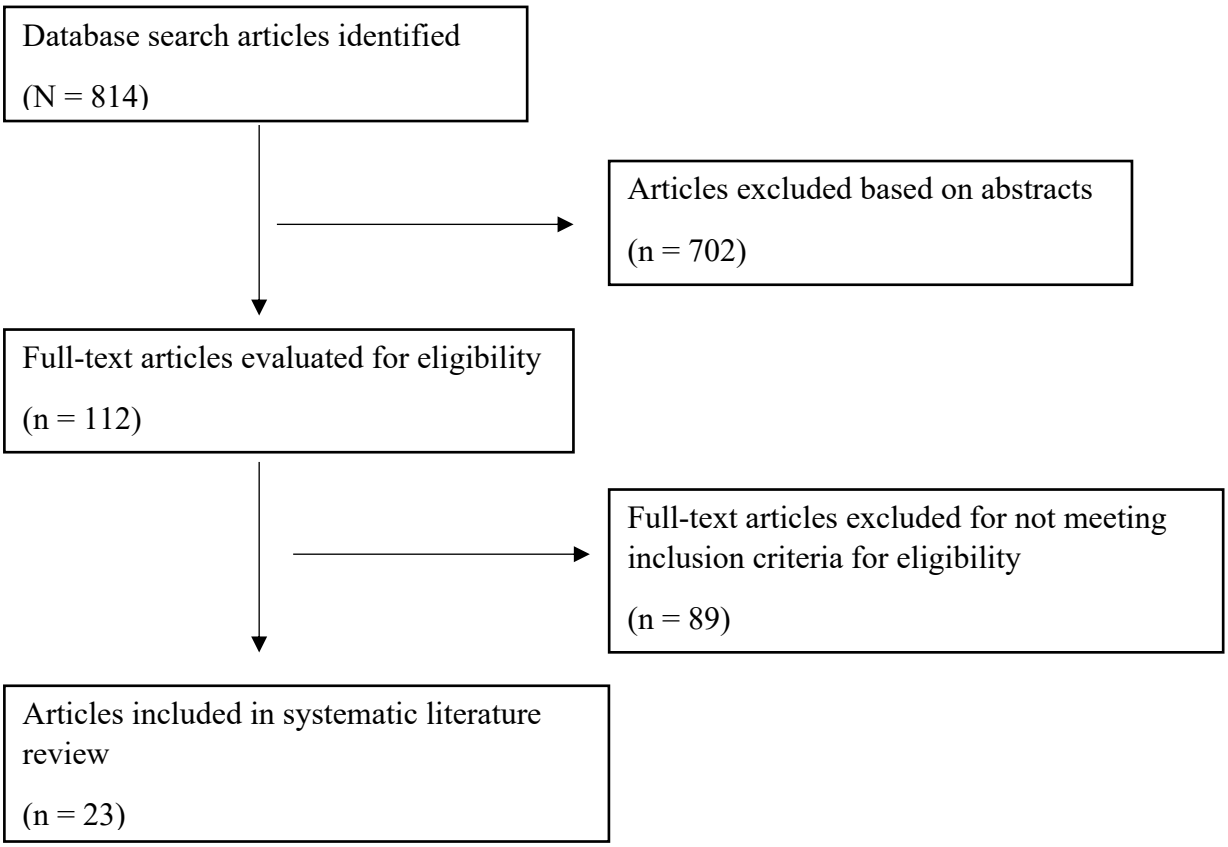

Figure 1. Search strategy for the systematic review.

Study Selection

The author read 89 full text articles in their entirety for selection of final articles for the systematic literature review. Then the articles were initially coded based on specific areas of content, including neuroleadership, workforce retention, and organizational culture and climate. Articles were then re-read specifically related to the research questions, resulting in the final coding of articles. The final selected articles included evidence of the neuroleadership model, engagement with the workforce, and results that included retention, achievement of outcomes, and cultivating a healthy, resilient culture and climate. Articles excluded may not have addressed retention, workforce engagement, and importance of culture and climate. After application of all exclusion and inclusion criteria, a total of 23

articles were selected for the study.

Validity and Reliability of the Study

The method of the systematic literature review, strengthened through the PRISMA guidelines and PICO method within the study, help improve reliability and validity. The systematic research search strategy is consistent, transparent, and replicable on the topic of neuroleadership. Reliability is strong in that other researchers could use the same search parameters and find the same results. There is moderate inter-rater reliability within this parameters of this study. First, the author did re-research the topic, based on her own search parameters, resulting in the same outcome of identified studies, resulting in moderate internal consistency. Additionally, the editor of the banded dissertation also did a search as a peer-reviewer, resulting in findings consistent with the initial search.

To reduce bias in the study, this author consulted with her peer-review editor to discuss content applicability related to the research questions. Both this author and the peer-reviewer documented content trends, identified themes, and generated list of findings which were them compared. A final discussion yielded the final articles for this study. This study is valid in that it accurately measured the research questions identified from the outset. The research addressed the existing theory and knowledge of the concept of neuroleadership, resulting in strong construct and content validity. The results of the systematic literature review are precise, standardized, and replicable resulting in validity of the study.

Data Analysis

Initially, open coding related to grounded theory was utilized to identify themes in the articles related to engagement, culture and climate, retention, and outcome achievement through the neuroleadership model. A more detailed second review of review indicated more

details related to leadership themes and results of implementing neuroleadership. The five coding themes used for neuroleadership implementation were: 1) leadership traits 2) workforce engagement 3) workforce retention 4) healthy, resilient culture and climate, and 5) achievement of outcomes or results. Through an iterative process the author gleaned a broad perspective of the types of neuroleadership, the themes, and some challenges associated with the model

Results

The objective of the systematic review is to examine the current literature related to neuroleadership, with a focus on comment leadership themes and the impact of neuroleadership on organizational climate and culture. Neuroleadership is still a fairly new concept and while there is some empirical research related to it, it is somewhat limited. Additionally, there are varying conclusions on whether neuroleadership has credibility. Within the context of this paper, the author focused on articles published within the last ten years that had an emphasis on neuroleadership within organizations. Table 3 provides an overview of the leadership behavior themes, implications for culture and climate, and challenges related to neuroleadership that emerged throughout the literature.

Table 3

Leadership and Culture and Climate Themes in Literature

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
Boyatzis (2014)	Possible Contributions to Leadership and Management Development From Neuroscience	Neuroleadership applied to management	Conceptual Research	MRI's indicate that relationships with resonant leaders influence the workforce's brain to connect and be open to new ideas; dissident leader memories indicated suppression of same Solely focusing on analytics and problem solving without connecting to others suppresses creative problem solving Empathy promotes pro-social behaviors	Neuroleadership is not a "sure fix" Application of neuroleadership behaviors and techniques can improve organizational culture and climate, but leaders should proceed cautiously
Edison, Juhro, Aulia & Widiasih (2019)	Transformational Leadership and Neurofeedback: The Medical Perspective of Neuroleadership	Neuroleadership as applied through the Transformational leadership model	Empirical Research	Flexible/adaptable Growth mindset Cognitively and consciously control brain processes to perform optimally (as when problem solving)	Motivates and influences workforce Moves organization vertically and horizontally Updates organizational strategy with profess of times

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
					Achieves mission and vision
Kuhlmann & Kadgien (2018)	Neuroleadership: Themes and limitations of an emerging interdisciplinary field	Neuroleadership through Organizational cognitive neuroscience	Conceptual Research	Unknown validation about the success of leadership profile based on neuroleadership Risks of excluding promising leadership if there are traits different than those noted from neuroleadership Benefits from knowledge of the neural circuitry for new leadership strategies	Implicit bias impacts interpersonal interactions, therefore influencing acceptance of changes such as adoption of new procedures Informs design of growth mindset in the work environment Joy from influence is a strong indicator to resistance of burnout Appealing to implicant attitudes can increase productivity
Lafferty & Alford (2010)	Neuroleadership: Sustaining Research Relevance in the 21st Century	Neuro-science informed organizational and behavioral science, based on Rock's model	Conceptual Research	Decision-making Emotional regulation Collaboration & influence change	"Empirical neuroscience research must conform to standardization to enable comparison, replication, and validation. In the end, "[d]ata will be the only final arbiter for the validation of which programs and key elements of Neuroleadership really work in a cost-effective manner" (p.37).

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
Lim, Chai, Park & Doo (2019)	Neuroscientism, the neuroscience of learning An integrative review and implications for learning and development in the workplace	Neuroleadership applied to performance in organizations	Integrative Literature Review	Implement neuroscientism, a brain-based learning theory, to promote learning and teaching Connecting to positive emotions in order to decision-making and flexibility, creative problem solving, motivation, and learning Asking questions versus directing Engage in leader-workforce relationships to improve trust, decrease stress, and reflective learning	Relatively little empirical research related to neuroleadership in organizations Promotes a growth-mindset within the organization Develops a continuous quality improvement culture and climate Cultivates a “brain-friendly” work environment
Lindebaum & Raftopoulou (2017)	What Would John Stuart Mill Say? A Utilitarian Perspective on Contemporary Neuroscience Debates in Leadership	Neuroleadership through neuroscientific selection	Theoretical Research	There are ramifications and risks, and ethical issues related to neuroleadership implementation Use of neuro-based tools to choose leaders in a selection process can be biased and may exclude other traits organizations need	n/a

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				The risks related to use of neuroleadership tools to select leaders or to change leaders' behavior have not yet been thoroughly evaluated through research	
Lui, Jing & Gao (2015)	Transformational Leadership: From the Perspective of Neurological Leadership	Neuroleadership as applied through Transformational Leadership Model	Conceptual Research	High emotional intelligence Depth of relationship with workforce Critical thinking skills Non-verbal communication	Promotes innovative practice Continuous quality improvement mindset Enhances problem solving Improves culture and climate Hones decision making
McDonald and Tang (2014)	Neuroscientific Insights Into Management Development: Theoretical Propositions and Practical Implications	Neuroleadership through social cognitive neuroscience	Meta-analysis	Accurate sense of self within work environment integrate hard and soft data to make decisions Embrace plurality within broader perspectives Interpersonal relationships and collaboration Enact creative change in uncertainty through trust	Increase job satisfaction Workforce engagement Learning environment Improves creativity

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
Ringleb, Rock & Anacona (2014)	Neuroleadership in 2014	Neuroleadership	Conceptual Research	Promotes use of system 2 thinking (effortful mental activities/critical thinking) complimented by system 1 thinking (instinctive/automatic) Leaders who balance both are more efficient at problem solving and affecting change Four domains are positively impacted by neuroleadership: decision-making and problem solving, collaborating with and influencing others, emotional regulation, and facilitating change	Cultivates a growth-mindset within organizations Improves culture and climate Enhances critical thinking and problem solving
Rock (2008)	SCARF: A Brain Based Model for Collaborating with and Influencing Others	Neuroleadership through SCARF and biology	Secondary Research, built upon initial primary research	SCARF model involves five domains of human social experience that leaders can use to interact and communication with the workforce: Status, Certainty, Autonomy, Relatedness and Fairness	Encountering leaders who use SCARF allows the workforce to experience clear expectations, creative decision-making, improves trust, and promotes productivity Promotes a learning and growth environment Enhances change management

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				SCARF maximizes reward and minimizes threats, impacting the amygdale in a positive way Allows leaders to tap into the motivating factors for the workforce	
Rock (2009)	Managing with the Brain in Mind	Neuroleadership, through the lens of "reward and threat" response	Qualitative/Biological Research	Use of SCARF by leadership promotes a healthy, resilient organizational culture and climate: Status - our relative importance to others Certainty – the ability to predict the future Autonomy – sense of control over events Relatedness -how safe we feel with others	Promotes creativity Improves teamwork Informed decision making Inclusivity Safety in work environment Improves motivation

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				Fairness – perceptions of how fair exchanges between people are	
Rock (2010)	Impacting Leadership with Neuroscience	Neuroleadership	Primary Research	There are four leadership domains improved by implementing neuroleadership: decision-making and problem-solving, collaboration and influence, emotional regulation, and facilitating change Soft skills engage maximize reward systems of the workforce Drawing upon the workforces "honest signals" such as body language and tone, can give leaders information about how their behaviors/interactions are impacting the workforce	Organizational outcomes improve Organizational problem-solving is enhanced
Rock (2011)	The Aha Moment	Neuroleadership, with focus on decision-making and memory	Empirical Research	Solving complex problems happens when leaders are not focused on them, for example, in the middle of the night, driving or showering, doing relaxing	Implementing ways for the workforce (like quiet spaces/walking) to stimulate creative problem solving demands a culture and climate shift

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				activities, and simulating the creative part of the brain Ways leaders can stimulate creative problem solving include quiet time, internally focused (self), being happy (versus anxious), not effortful (not trying to solve the problem)	Improvement of outcomes, quality service delivery, and innovations come from "not" focusing on doing so Injecting these things in training can also stimulate learning in different ways
Rock (2018)	A neuroscience-based approach to changing organizational behavior	Neuroleadership practice behavior changes through Priorities, Habits, and Systems (PHS)	Qualitative Research	Priorities – signaling the workforce importance of new behaviors to influence the motivation to change Habits – build change through repetition and reward Systems – external structural or institutional influence that facilitates behavior change	Improved change management and implementation Embracing mistakes to cultivate growth mindset Increase psychological safety
Rock, Davis, & Jones (2013)	One Simple Idea That Can Transform Performance Management	Fixed Mindset versus Growth Mindset	Qualitative Literature Review	Fixed Mindset – shut down in reaction to feedback, rejects stretch goals, and motivated by approval Growth Mindset – feedback is a way to learn, stretch	Cultivates a healthy, resilient culture and climate Improves communication and changes performance feedback loops

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				goals are positive, and learning from others success is critical	Changes how performance is measured Changes how goals are developed
Rock & Tang (2009)	Neuroscience of Engagement	Neuroleadership through engagement	Literature Review with theory application	Engagement is directly linked to the threat/reward centers in the brain When the workforce is engaged, self-regulation and other pro-social behaviors are stimulated When leaders stimulate a high level of disengagement in the brain through negative behaviors, the workforce have less effective decision-making, critical thinking, and productivity	Organizations with a focus on mindfulness can increase engagement and therefore, cultivate a position climate and culture Engagement improves service delivery buy-in and helps promote needed change
Waldman, Balthazard, & Peterson (2011)	Social cognitive neuroscience and leadership	Social Cognitive Neuroscience	Conceptual Research	Multiple ways of neuroimaging related to leadership exists Neuroscience and emotions/affect – leader relationships with the	n/a

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				workforce drive influence, motivation, and connection Moral reasoning and ethical decision making – no neurological research related to ethical leadership has been completed; there is a need to identify effective heuristics and research tools related to ethical leadership	
Waldman, Wang, Hannah & Balthazard (2017)	A Neurological and Ideological Perspective of Ethical Leadership	Neuroleadership applied to ethical leadership	Empirical Research	Interrelations of neurological and cognitive/ideological leadership behaviors can predict ethical leadership leader traits and characteristics can predict leadership behaviors and outcomes associated Ethical behavior is associated with the areas in the related that drive self-awareness, self-reflection, and self-regulation Neurological basis for ethical leadership includes moral reasons, perspective-taking, social awareness and	Ethical behaviors improve trust Neurofeedback is a potential tool within organizations to build ethical behavior Tools that provide insight related to the unique prediction by a neurological index based on coherence in the right brain's default mode network (rcDMN), a brain network relevant to the "self" can identify ethical leaders

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				information processing, watchfulness, and emotional regulation	
Zak (2008)	The Neurobiology of Trust	Neuroleadership biology	Empirical, Primary Research	Oxytocin is the primary biological ingredient indicating trust Experiencing specific behaviors from others, stimulates oxytocin and therefore, produces trust	Leadership behaviors that stimulate oxytocin in the workforce, improves organizational trust
Zak (2015)	Building Trust is a Blood Sport	Neuroleadership	Empirical Research	Leaders who stimulate oxytocin through behaviors with their workforce, promote trust The "Ofactor tool" identified eight behaviors found biologically to improve trust: ovation, expectation, yield, transfer, openness, caring, invest, and natural Trust and purpose produces joy at work	Cultivates high trust organizations Improves a number of outcomes related to retention Improves culture and climate
Zak (2017)	The Neuroscience of Trust	Neuroleadership through eight behaviors	Empirical, Primary Research	Eight behaviors were studied and found to improve trust	High trust companies have better outcomes, including: 74% less stress

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				The eight behaviors are: recognize excellence, induce "challenge stress," give people discretion in how they do their work, enable job crafting, share information broadly, intentional build relationships, facilitate whole person growth, and show vulnerability	106% more energy at work 50% more productive 76% more engagement 13% fewer sick days 40% less burnout 70% more aligned with company purpose
Zak (2018)	The Neuroscience of High-Trust Organizations	Eight behaviors	Empirical, Primary Research	Oxytocin is related to trust and empathy Eight leadership behaviors improve trust in organizations: ovation, expectation, yield, transfer, openness, caring, invest, and natural	Improves motivation Enhances teamwork Trusts and purpose lead to joy Improves empathy
Zak & Barraza (2013)	The Neurobiology of Collective Action	Neuroleadership applied to collective action	Empirical, Primary Research	Empathic concern, through oxytocin production, increases collective action towards a common goal Collective action, a set of behaviors performed through cooperative behaviors to meet a goal is	May help with natural teamwork when applied well within organizations Improves trust Motivates pro-social behaviors in work environment

Study	Title	Neuroleadership Approach	Methodology	Leadership Behavior Themes	Implications for Organizational Culture and Climate
				stimulated through leaderships approaches First study to prove that trust, reciprocity, and cooperation is associated with empathic concern, supporting the design of the empathy – collective action model.	

Neuroleadership Approach Results

The 23 research articles reviewed represent a variance of views and perspectives on neuroleadership, with most of the research relevant to implementation of neuroleadership model being limited to two researchers. Most of the articles reviewed included empirical research, conceptual articles, and a few systematic literature reviews on the topic. Within this systematic literature review, the primary research on neuroleadership studied by two main researchers Rock & Zak, are both focused on implementing neuroleadership within organizations, making this research most relevant. Rock and Zak also have specific outcomes that result in leaders using neuroleadership within their roles. Other researchers seemed to target most of their focus on the brain activity tied to specific single behaviors, rather than developing a leadership model for organizations. However, there was substantive information within the twenty-three articles for implications to leadership, culture and climate, and a myriad of organizational outcomes.

Leadership themes. Zak (2008, 2015, 2017 & 2018) and Rock (2008, 2009, 2010, 2011 & 2018) have written the majority of the research on the neuroleadership model. They have also penned research articles with other researches as noted in Table 4. The main themes noted within leadership stem from their work. First, Rock outlines four major domains of neuroleadership that permeates the related literature. Leaders who employ the domains of effective decision-making and problem solving, collaboration and influence, emotional regulation, and facilitating change are better able to cultivate a healthy, resilient culture and climate. Through demonstrating behaviors that positively the reward brain centers of the workforce, leaders propel not only the growth of the workforce, but for themselves.

Rock (2011) also found that when leaders and the workforce are not focused on solving a specific problem, it happens naturally, as they allow their brain to relax. By doing something

relaxing, such as walking or being quiet, the creative part of the brain is activated and solves problems more easily. Boyatzis (2014) supports this concept through his findings that solely focusing on tasks and analytics, without connection, stifles creative problem solving. For many leaders, this is counterintuitive. Finally, Rock (2008, 2009) outlines a five-domain model of human social experience to guide leaders in communication and day-to-day leadership: SCARF. SCARF stands for Status, Certainty, Autonomy, Relatedness, and Fairness. All specific components that tap into neurology to maximize reward and minimize threat during change, communication, or interaction with the leader.

Zak's research draws from Rock's neuroleadership model and takes it a step further naming eight key leadership behaviors that are biologically found to develop high trust organizations. The eight behaviors of ovation, expectation, yield, transfer, openness, caring, invest, and natural cultivate a positive culture and climate, retention, and outcomes. The eight behaviors are outlined in the details in Table 1. The main driver for Zak's work is the biological link of these behaviors to developing a high-trust organization. Zak's measurement tool "Ofactor," along with a multiple modes of neurobiological testing, resulted in significant research related to trust, leadership behaviors, and organizational success. As leaders intentionally demonstrate the eight behaviors in their day to day interactions, their own growth in the four domains as described by Rock will encourage a reward cycle between leader and the workforce that will further enhance the four neuroleadership domains.

Other researchers note many similar behaviors noted in Rock and Zak's research, within a variation of neuroleadership contexts. Self-reflection and self-assessment of the leader, along with vulnerability are indicators of strong leaders that result in positively impacting culture and climate (McDonald & Tang, 2014). Self-evaluation also builds upon the emotional regulation of

the leader, which many researchers argue is one of the most critical skills of a successful leader in developing a learning and growth-mindset (Edison, Juhro, Aulia & Widiasih, 2019; Lafferty & Alford, 2010; Lui, Jing & Gao, 2015; Ringleb, Rock & Anacona, 2014). Waldman, Wang, Hannah & Balthazard (2017) connect the self-evaluation and self-reflection parts of the brain directly to ethical leadership. This further promotes the biological link to specific leadership behaviors that positively impact organizations.

Finally, engagement, relationships, and connection with the workforce are leading indicators of building trust and improving culture and climate (Lim, Chai, Park & Doo, 2019; Lui, Jing & Gao, 2015; Rock & Tang, 2009; Zak, 2015; Zak, 2017, and; Zak & Barraza, 2013). While there are several specific behaviors found within the research, behaviors that maximize reward, connect the leader and the workforce, and minimize threat are the three broad themes within the systematic literature review that connect them all.

Climate and culture themes. Organizational culture and climate are a direct result of how the leader behaves, manages, and interacts with the workforce (Zak, 2018). The three main themes found within the literature reflect workforce influence, learning organizations (growth mindset), and achieving outcomes. Through implementing neuroleadership behaviors, proponents argue the workforce experiences biological and emotional motivation, influence to change, joy, inclusivity, and psychological safety (Edison, Juhro, Aulia & Widiasih, 2019; Rock, 2008, 2009, 2018; Zak, 2018, and; Zak & Barraza, 2013). Over time, as threats reduce and rewards maximize, the workforce innovates and creatively problem solves, propelling and organization toward achieving outcomes and quality service delivery (Edison, Juhro, Aulia & Widiasih, 2019; Lui, Jing & Gao, 2015; McDonald & Tang, 2014; Ringleb, Rock & Anacona, 2014; Rock, 2008, 2009, 2010, 2018; Zak, 2015, 2017, 2018). It is through stimulating the

neurology of the workforce through specific science-based leadership behaviors that a healthy, resilient culture and climate is forged. Organizations take on a growth mindset through feeling safe and a true continuous quality improvement environment begins to take hold (Lim, Chai, Park & Doo, 2019; Lui, Jing & Gao, 2015; Ringleb, Rock & Anacona, 2014; Rock, 2008; Zak, 2018). Finally, outcomes are achieved, through the motivation and influence of the workforce, especially in high-trust organizations (Zak, 2017). Some of the reported outcomes include 40% less burnout, 74% less stress, 50% more productivity, and 13% fewer sick days (See Table 4).

Table 4

Zak Organizational Trust Model – Results

% Increase	Results
50%	increased retention
70%	more aligned with purpose/mission of the organization
106%	more energy at work
76%	more engagement
50%	higher productivity
40%	less burnout
74%	less stress
29%	more satisfaction with their lives
13%	fewer sick days

Note: Adapted from Zak, P. J. (2017, Jan-Feb). The neuroscience of trust. *Harvard Business Review, 84-90*. Retrieved from https://hbr.org/2017/01/the-neuroscience-of-trust

Challenges to neuroleadership. Some researchers caution the use of neuroleadership within organizations. Boyatzis (2014) advises that neuroleadership is not a "sure fix" and while the model can improve culture and climate, leaders should proceed with caution. Kuhlmann & Kadgien (2018) takes caution further finding that there is not enough validation about the success of neuroleadership, as it is still an emerging field. Lim, Chai, Park & Doo (2019) echo that concern, stating there is relatively little empirical research related to neuroleadership. The ramifications, risks, and ethical issues related to implementing neuro-based tools to select leaders

is of particular concern due to the risk of excluding strong leaders who may not possess all of the identified neuroleadership traits (Lindebaum & Raftopoulou, 2017). Finally, concerns over ethics in tapping into the workforce's neurology in order to lead remains a question. Researchers note that using any method by which someone's neurology is tapped to produce a desired behavior could cross ethical boundaries (Robertson, Voegtlin & Maak, 2017). Robertson, Voegtlin & Maak (2017) further considers that while activation of a specific area of the brain could impact a certain decision or behavior, the brain is more complex than that, including using data from the person's own experiences and environment. The ethics related to neuroleadership, both in choosing leaders and influencing the workforce, warrants more study.

Discussion

This qualitative systematic literature review offered an overview of the current, yet limited research related to implementation of neuroleadership models within organizations. The review aimed to identify leadership, culture, and climate themes within varying neuroleadership perspectives. Through research, critical evaluation, and summarizing the literature, the following questions were answered: 1) What are the varying approaches to neuroleadership as reflected in the current literature? 2) What neuroleadership behaviors are identified as transformative and impactful? and 3) How does neuroleadership address needs identified in human services organizational culture and climate theory?

Researchers on the topic acknowledge the challenges and questions related to neuroleadership creates additional inquiry about the model, rather than solutions. There is a deficit of strong, evidence-informed leadership models within human service organization that tackle the three big challenges of culture and climate, workforce retention, and achieving outcomes. Through leading with the brain in mind, celebration of successes, and a focus on

problem-solving, leaders can begin to explore cross-sectoral models of leadership to forward human service organizations.

Relevant Findings

Neuroleadership is an emerging topic. Consequently, its novelty created a limited breadth, scope, and discourse of thought leadership or research on the model. The reviewed literature related to neuroleadership and human service organizations is narrow across all disciplines. There is a significant gap of studies related to neuroleadership within human service organizations. While there is not consensus on a specific framework of neuroleadership broadly, there is a strong model that combines Rock's foundational work with Zak's eight specific leadership behaviors. From the most prominent neuroleadership studies here are findings that may help leaders evolve human service organizations (Rock, 2010, 2018; Zak, 2018). While there are common leadership and climate and culture themes noted from the current literature, more research is needed to make more confident determinations as to the effectiveness of neuroleadership. Additionally, some skeptics question the neuroleadership model, due to the lack of supporting research to establish a link between emotions and oxytocin to shape the workforce's behavior. The main points are important for discussion from the findings: a potential identified neuroleadership model for implementation, a leadership behavior that is neglected but has a high yield, and the counterintuitive method of problem-solving.

Neuroleadership model. While neuroleadership has some commonalities with transformational leadership and servant leadership, due to the biological and physiological aspects, neuroleadership remains more concretely applied. Leaders can use the themes within the literature to forge their own leadership path, with some probability of improving their organizations. However, the foundation of Rock's seminal neuroleadership work of neuroscience

linked to improvement of decision making/problem solving, collaboration and influence, emotional regulation, and facilitating change, integrated with Zak's (2017, 2018) eight specific leadership behaviors biologically linked to trust, is the most significant work related to organizations. This integration of the Rock and Zak studies related to neuroleadership undergirds strong leadership within organization, workforce retention, and achieving outcomes. Leaders who invest in demonstrating the behaviors not only strengthen their leadership, but their organizations as well.

Research proports that leaders who engage with the workforce in authentic, vulnerable, and consistent dialogue enhance influence and motivation of the workforce (Rock, 2010, 2018; Zak, 2018). Maximizing reward and minimizing threat through the eight leadership behaviors, has shown evidence of improving workforce retention, organizational outcomes, and a myriad of other outcomes (Zak, 2018). Through using this neuroleadership model as a tool, not only is the organization and workforce thriving, but the leaders' capacity to decision make, collaborate, and facilitate change improve.

Ovation. While most of the eight behaviors noted in Zak's (2018) model were mentioned in other studies, there is a significant gap missing from the literature, and arguably one of the most important - ovation – or celebrating successes. Ovation is set up for both peers and leaders to recognize others who perform well, inducing dopamine into the brain reward center, connecting that feeling to memory (Zak, 2018). Doing so spontaneously, in front of others, and in unexpected ways increased the oxytocin and dopamine release (Zak, 2018). These leadership behaviors can motivate and influence the workforce towards desired behaviors more quickly than other strategies, in that there is literally a biological craving to experience it more (Zak, 2018). Ovation is an area where leaders should pay special attention.

Replace "brain-storming" with relaxing. One of the most significant findings within the systematic literature review was evidence that not focusing on solving a problem actually stimulates problem-solving and critical thinking more quickly (Rock, 2011). Rock (2011) encourages leaders to allow for quiet and alone time daily to let the mind wander and work behind the scenes. Walking, yoga, and just sitting in silence can have the same effect. From an organizational standpoint, quiet spaces are needed for thinking and reflection. Rock (2011) suggests that mornings are the ideal time to begin the day with quiet and creative work, allowing the day to being with intentional focus. Finally, in terms of learning, insight is a central key for both solving problems and creating innovative ideas. Insight comes from both quiet time and collaboration, making training a unique opportunity to engage both methods to stimulate problem-solving and learning.

Strengths and Limitations

The strengths of this systematic review are that it included multidisciplinary studies which were not solely focused on human services organizations. A variety of journals, not usually associated with social work were accessed, and the studies spanned empirical research, conceptual models, and other literature reviews. Due to the limited number of studies on this topic, the search was broad and went through a specific systematic process, articles were identified as applicable. While research is limited, there are two dominant models that emerged from the literature, along with questions related to ethics and neuroleadership. The articles were all published within the last eleven years.

Limitations of the review include the potential for bias through the inclusion, exclusion, and coding used to choose the articles. Although there was a peer-reviewer, he is a social worker and leader within the field, with his academic lens similar to the author. Additionally, the

possibilities to missing relevant articles within the initial search and through search terms is a limitation. The limitation of a ten year time span for literature could also be a limitation. While there was a peer-reviewer, a second reviewer who is not a social worker in leadership could help with rigor.

Implications for Organizations, Leadership, and Social Work Practice

There are multiple learnings from the systematic literature review of the twenty-three studies related to neuroleadership. While there are a variety of perspectives on what neuroleadership is and how it may apply to individuals, team, and organizations, there is a body of research related specifically to how neuroleadership can improve organizational outcomes, workforce retention, and leadership as a whole. Overall neuroleadership has promise in helping to change the trajectory of a fairly stagnant leadership model within human service organizations. Leaders can do so by implementing the eight behaviors outlined in Dr. Zak's model of neuroleadership. Additionally, the Neuroleadership Institute offers conferences, webinars, and ongoing organizational supports on this topic. Both the work of Rock (2010) and Zak (2018) make the point that through using leadership behaviors that stimulate oxytocin, maximize reward, and minimize threat, the organizational culture and climate moves to one of health, resilient, and a growth mindset. Through this integrated approach, organizations can shift and begin to develop into thriving, healthy service delivery systems through implementation of this leadership model. This finding was supported by the review.

Neuroleadership also impacts the leader's development. Through living Zak's (2018) eight leadership behaviors each day, Rock's neuroleadership domains (problem-solving, collaboration and influence, emotional regulation, and facilitating change) are improved. Leaders who focus on demonstrating leadership behaviors positively impact culture and climate. The

studies reviewed identify many common leadership behaviors that help to promote a healthy, resilient, culture and climate, retention, and a number of other organizational outcomes. Readers who apply the systematic literature review to their own leadership, can find a toolbox of specific leadership behaviors to assist with their professional development.

Finally, from a social work practice perspective, the eight behaviors of the neuroleadership-to-workforce relationship parallels the social worker-to-client relationship. As leaders develop relationships, engage with the workforce, celebrate successes, and build on the strengths of the workforce demonstrate the relationship needed to facilitate change. When the workforce observes and experiences this relationship, it furthers their understanding of the expectations related to client interactions and engagements. The literature supports that creating a healthy culture and climate through the eight behaviors can further quality service delivery with clients.

Significant future research related to neuroleadership in human service organizations is needed in order to fully understand the impact of the model. Ideally, a study comparing similar organizations who implement neuroleadership to those that have not, over a five-year period, would offer additional and specific research related to human services. Using organizational health assessments, retention rates, educational levels, and other demographics will help to future define the components of a successful human service organization. Finally, comparing the organizational performance outcomes related to client service delivery will help refine results. Through doing additional empirical research within organizations, neuroleadership research in human services will shape the vision and future of human service organizations.

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Leadership Rebooted: Cultivating Trust with the Brain in Mind

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University of St. Thomas

Author Note

This presentation is a culmination of a conceptual model, a systematic literature review, personal lived experience, and application of all within the realm of health and human services organizations.

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Abstract

Moving human services organizations towards more efficient, effective service delivery is critical to achievement of outcomes. In order to forward that mission, leaders must tap into the strength of the workforce in new and innovative ways, in both hiring and retaining quality social workers. Through neuroleadership, a model biologically linked to development of trust through application of brain science, leaders can change the trajectory of their organizations. Eight leadership behaviors outlined in the model help to tend a healthy culture and climate, improve retention, and enhance outcomes. Ultimately, neuroleadership results in building resilient organizations that excel in performance and thrive during adversity. In this presentation, the research related to neuroleadership, culture and climate, and workforce retention outline the rationale for implementing the model in human service organizations.

Key words: neuroleadership, resilient, culture and climate, workforce retention, and Outcomes

Leadership Rebooted: Cultivating Trust with the Brain in Mind

This presentation related to this banded dissertation was delivered on May 31, 2019 at 10:45 am at the Network for Social Work Management's 30th Annual Management Conference, "Accelerating impact: Harnessing the power of human, social, and financial innovation" in Chicago, Illinois. The presentation was attended by approximately 40 people, ranging from direct social workers to executive level management in human service organizations.

The purpose of the presentation was to introduce the model of neuroleadership within the context of human service organizations. The focus of the presentation was to introduce the participants to neuroleadership, a biologically based leadership model that aligns with human service organization needs: workforce retention, cultivating a positive culture and climate, and achieving outcomes. The model of neuroleadership, with specific attention to implementing eight leadership behaviors within their own organizations, helped to give leaders concrete strategies to address the organizational challenges outlined above. Throughout the workshop, participants shared their experiences, both successes and failures, that were directly related to the neuroleadership model.

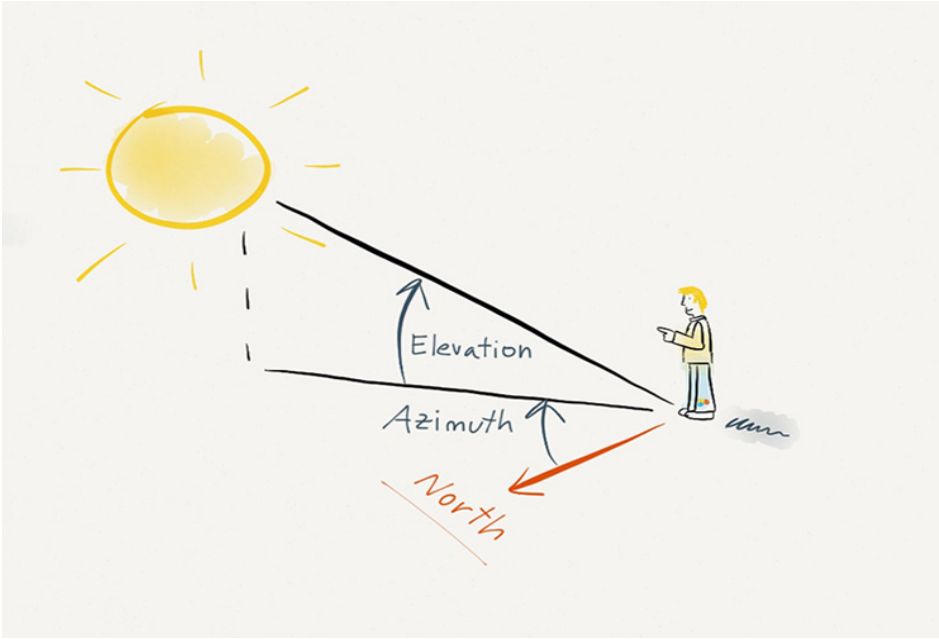
Neuroleadership within human service organizations is linked to improving workforce retention, cultivating a healthy, positive culture and climate, and achieving outcomes. Implementing the model relies on leader's ability to self -reflect and embrace the concept that innovations in leadership are needed to move organizations forward. Research related to organizational culture and climate theory set the foundation for understanding retention of the workforce. Stay and push factors associated with workforce retention were also shared within the presentation with a connection back to workforce retention. The presenter then linked

workforce retention directly to achievement of outcomes for both the organization and the clients through the research data.

Neuroleadership combines brain science and psychology to better inform effective leadership skills such as critical thinking, emotional regulation, influence and collaboration and change agility. As leaders grow, they can more effectively implement the eight behaviors within neuroleadership. By doing so, the workforce is empowered, and the leaders' behavior is aligned with social work values and ethics. Focusing on the workforce, through implementing neuro-informed leadership – or neuroleadership – invokes trust with social workers and tends a resilient culture and climate. Through implementation of neuroleadership, healthy, change agile organizations that excel in performance and thrive during adversity are cultivated.

Agenda

- Biggest Challenges of Leadership
- Workforce – The Key to Unlocking the Challenges
- Neuroleadership in Human Service Organizations
- Evolving Leadership through The Brain
- Personal Leadership Development Plan



3

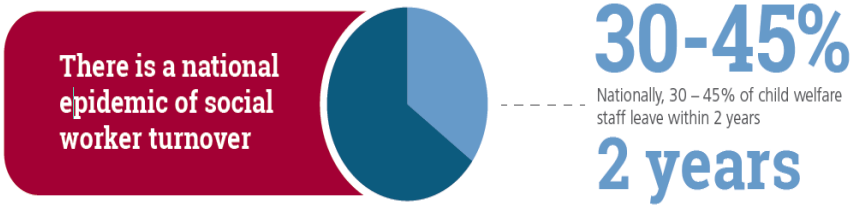
"All leaders lead by example,
whether they intend to or not."
--Unknown

WHY DOES IT MATTER?

Small Group Brainstorm

Why does leadership evolution and change matter?

Impact on Child Welfare Workforce

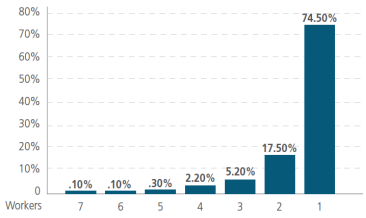


*United States General Accounting Of f ice. (2003). Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff (GAO-03-357). Washington, DC:

7

Impact on Outcomes

215%
Higher
Child welfare agencies with a **turnover rate** exceeding 15% had a higher six-month recurrence rate



74.5%
children with one direct practitioner, **achieved permanency** 74.5% of the time

Flower, C., McDonald, J., & Sumski, M. (2005).Review of Turnover in Milwaukee County Private Agency Child. Welfare Ongoing Case Management Staff. Retrieved from: http://legis.wisconsin.gov/lc/committees/study/2008/ SFAM08/-files/turnoverstudy.pdf

8

Fiscal Impact of Turnover

Cost of Turnover

Organizations Pay **30%–70%** of Salary When Social Workers Leave

Costs Range from $9,994 - $25,847

*United States General Accounting Of f ice. (2003). Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff (GAO-03-357). Washington, DC

9

Cost Benefit to Organizations & Taxpayers

Room and board costs when a child has one direct practitioner working with them:

- Average board payment per day - $26.15
- Annual cost for 12 months - $9,545
- Average permanency rate - 74.5%
- Estimated cost for room and board – **$12,812**

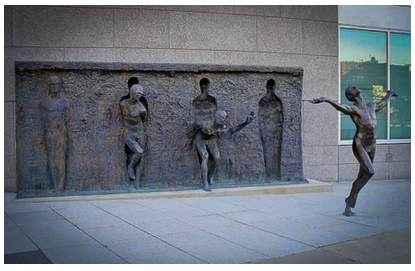
Room and board costs when a child has two direct practitioners working with them:

- Average board payment per day - $26.15
- Annual cost for 12 months - $9,545
- Average permanency rate - 17.5%
- Estimated cost of room and board - **$54,542**

Two direct practitioners results in the cost being quadrupled

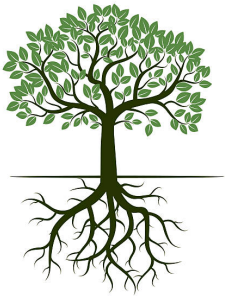
The Research

Three Fundamental Wicked Challenges in Leading Human Services Organizations



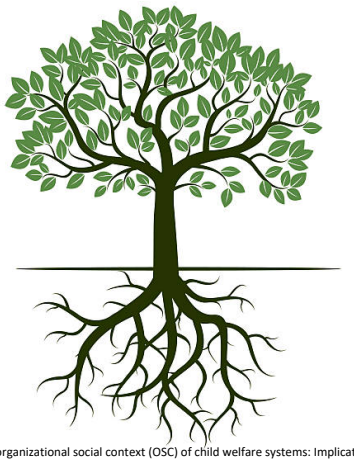
Impact of Leadership

Consequence of Turnover



Culture and Climate

Climate and Culture Research Findings



Climate: Perceptions of the workforce of the impact of work environment on personal, professional, psychological well-being and functioning at work.

Culture: Shared values, beliefs, myths, and suppositions about how the organization operates

Glisson, C., Green, P. & Williams, M.J.(2012). Assessing the organizational social context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect, 36*(9), 621-632. doi: 10.1016/j.chiabu.2012.06.002

Workforce Push Factors

- Toxic leadership
- Negative culture and climate, impacts morale
- Secondary traumatic stress – psychological and physical safety
- Poor supervision
- Lack of relationships – with leader and colleagues
- Lack of engagement and input
- Rigid, unresponsive environments
- Lack of trust

Workforce Stay Factors

- Leaders depth of engagement & relationship with the workforce
- Heathy, resilient culture and climate
- Autonomy in practice
- Client-focused philosophy
- Trauma informed system – physical, psychological, and workforce well-being
- Quality supervision
- Transparency in communication
- Education – BSW, MSW stay longer

Glisson, C., Green, P. & Williams, M.J.(2012). Assessing the organizational social context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect, 36*(9), 621-632. doi: 10.1016/j.chiabu.2012.06.002
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Leadership Exercise

What are the top 3 push and stay factors in your own organization?

As leaders, what are the two most important behaviors you demonstrate with the workforce to enhance retention and achieve outcomes?

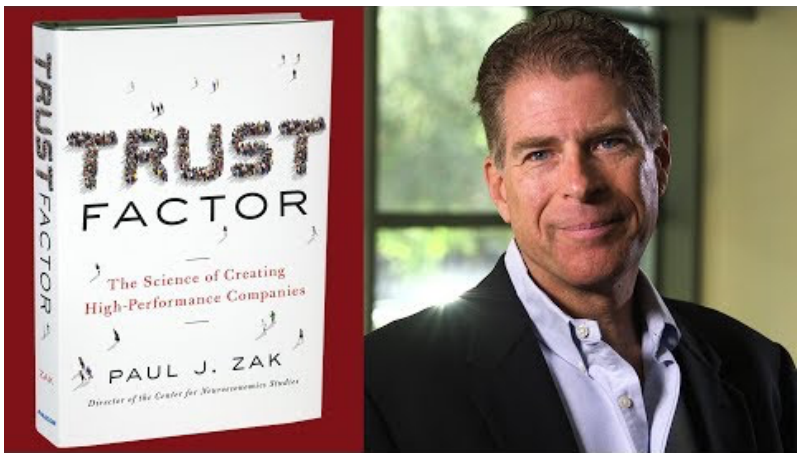
NEUROLEADERSHIP

Neuroleadership

Applies brain science knowledge to leadership in the areas of motivation, influence, change management, and engaging the workforce to better understand human response

Ghadiri, A., Habermacher, A., & Peters, T. (2013). *Neuroleadership: A Journey Through the Brain for Business Leaders*. Berlin: Springer. Retrieved from https://link-springer-com.ezproxy.stthomas.edu/book/10.1007%2F978-3-642-30165-0

The Neuroscience of Leadership



Leadership Behaviors that Promote **Trust**

(resulting in positive organizational climate & culture)

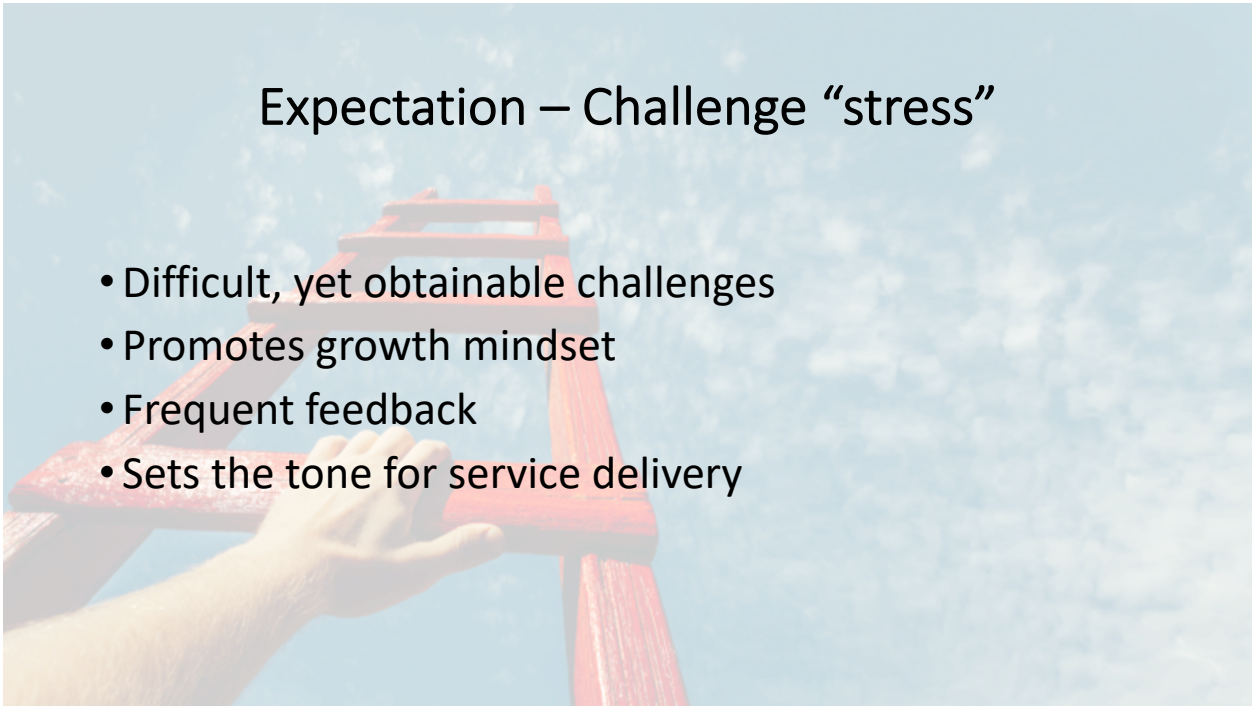
Recognize Excellence (celebrate success)	**Induce "challenge stress"**	**Discretion in doing their work**	**Enable job "crafting"**
Share information broadly, often & consistently	**Intentionally build relationships**	**Facilitate whole person growth**	**Show vulnerability (humility)**

Zak, P.J. (2017). *The neuroscience of trust.* Harvard Business Review, (2017, Jan/Feb), 84-90.

21

Ovation – Recognizing Excellence

- Celebrating successes – individual & team
- Praise and appreciation
- Unexpected, specific, and personal
- Honors human relationships and social work practices
- Dominant retention factor finding


Expectation – Challenge “stress”
• Difficult, yet obtainable challenges
• Promotes growth mindset
• Frequent feedback
• Sets the tone for service delivery

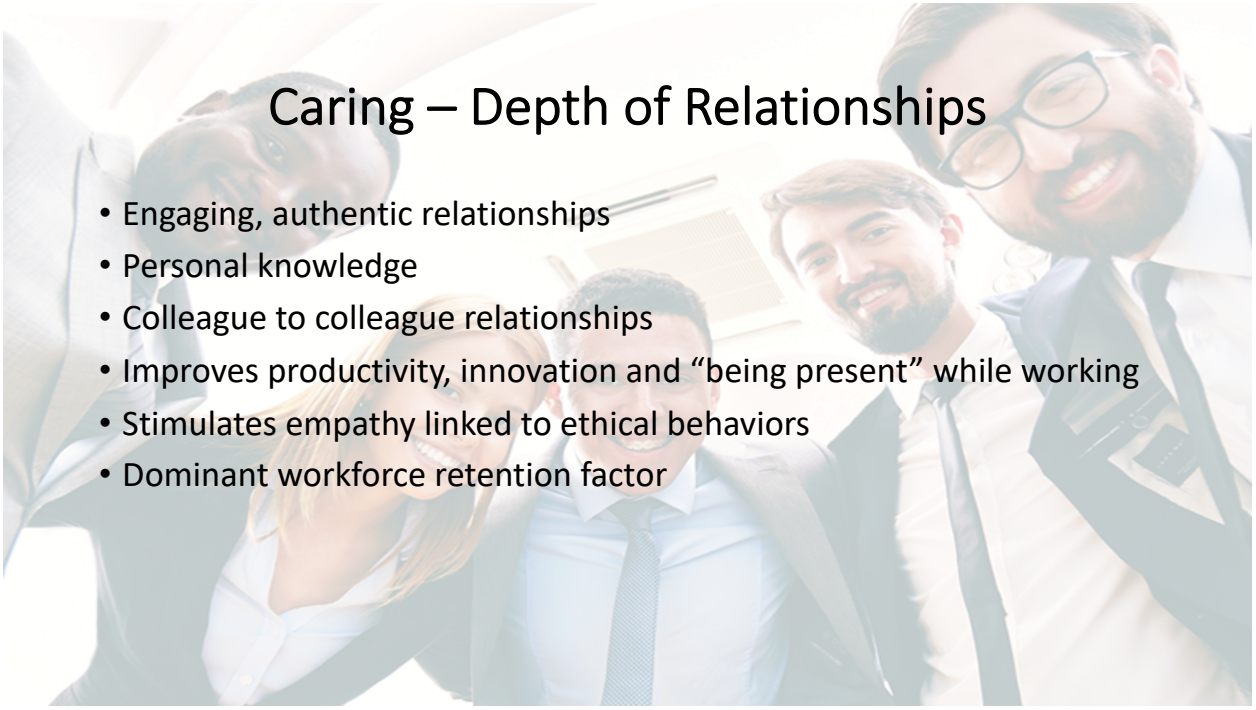

Yield – Discretion & Autonomy
• Input, control, and autonomy
• Promotes learning from mistakes and creativity
• Advances growth mindset
• Improves employee experience
• Innovation
• Promotes teamwork
• Dominant retention factor findings

Transfer – Utilize Strengths & Job "Crafting"

- Utilization of natural strengths
- Decreases chronic stress
- Empowers individuals and teams
- Improves job satisfaction, commitment, and customer service
- Flexibility in meeting performance measures

Openness – Transparent Communication

- Honest, transparent, broad, frequent communication
- Reduces fear about decisions
- Exchange, feedback, dialogue, engagement
- Improves morale
- Instills health, resilient climate and culture



Caring – Depth of Relationships

- Engaging, authentic relationships
- Personal knowledge
- Colleague to colleague relationships
- Improves productivity, innovation and “being present” while working
- Stimulates empathy linked to ethical behaviors
- Dominant workforce retention factor

Invest – Whole Person Growth

- Personal and professional development
- Caring relationships
- Bi-directional communication
- Coaching and support
- Improves trust, creativity, and productivity

Neuroleadership Traits, Outcomes, and Culture and Climate Findings

Neuroleadership Trait or Strategy[a]	Culture and Climate Research Stay Factors[b]
Ovation, caring	Strengths-based, client-focused philosophy
Ovation	Recognition and praise
Natural; caring; open; transfer	Inclusive partnership with workforce; engagement of social workers in organizational and practice solutions; colleague support
Invest; caring; transfer	Trauma-informed system, including physical and psychological safety; addressing secondary traumatic stress
Yield; expectation; invest; caring	Autonomy in practice; creativity and innovation; promotion opportunities
Open; natural; caring	Transparency in communication; open, authentic relationships between social workers and leadership
Invest; transfer; yield; expectations	Learning environment; continuous quality improvement – learning from mistakes
Ovation; expectation; yield; transfer; open; caring; invest; natural	Effective, engaged, authentic leadership; quality supervision; inspiring and visionary

Note: [a)] Adapted from Zak, P. J. (2018). The neuroscience of high-trust organizations. *Consulting Psychology Journal: Practice and Research, 70*(1), 45-58. doi: 10.1037/cpb0000076 [b)] Adapted from Glisson, C., Green, P. & Williams, M.J.(2012). Assessing the organizational social context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect, 36*(9), 621-632. doi.org/10.1016/j.chiabu.2012.06.002 and Westbrook, T. M., Ellett, A.J. & Asberg, K. (2012). Predicting public child welfare employees' intentions to remain employed with the child welfare organizational culture inventory. *Children and Youth Services Review, 34*(7), 1214-1221. doi: 10.1016/j.childyouth.2012.02.010

Personal Leadership Plan

With a partner, identify two of the eight building blocks you will implement as a leader

What will you do specifically to implement them?

What result do you desire?

Zak Organizational Trust Model – Factors and Leadership Behaviors

Trust Factor	Leadership Traits & Strategies	NASW Values & Ethics
Ovation	Recognize excellence and celebrate success	Importance of human relationships
Expectation	Set reasonable performance expectations and stimulate achievable challenges "eustress"	Competence
Yield	Discretion in performing job tasks and work, train, and delegate	Service; social justice
Transfer	Encourage "job crafting" and align strengths with job duties	Dignity and worth of person
Openness	Communicate, listen, and share Information broadly, often, and consistently	Integrity; social justice
Caring	Intentionally build authentic relationships	Importance of human
Invest	Facilitate whole person growth – personal and professional	relationships
Natural	Lead with authenticity, integrity, humbleness, and vulnerability	Integrity; social justice

Note: Adapted from Zak, P. J. (2017, Jan-Feb). The neuroscience of trust. *Harvard Business Review, 84-90*. Retrieved from https://hbr.org/2017/01/the-neuroscience-of-trust

Outcomes of High Trust Organizations

High Trust Organizational Outcomes

- Increased retention by **50%**
- Enhanced employee engagement by 70%
- Increased organizational climate and culture:
  - 11% more empathy for colleagues
  - 41% greater sense of accomplishment
  - 41% less depersonalization (read: gossip and negativity) of colleagues
- Improved work energy by 106%
- 50% higher productivity – 50%
- 70% more aligned with purpose/mission of organization
- 74% less stress
- 40% less burnout
- 56% increase in job satisfaction
- 13% fewer sick days
- Increased trust, commitment, and loyalty
- 29% - more satisfaction with their lives

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

34

Result of Workforce Investments

- Enhanced trust, engagement, and commitment
- Improved child welfare performance measures
- Increased timeliness in investigations; decrease of length of stay in foster care
- Retain expertise of fully qualified, trained and experienced staff
- Decreased accidents, sick time and ADAAA issues
- Increased productivity & workload efficiency
- Increase in quality of safety & risk assessment
- Cultivates a positive organizational climate & culture; increased collaboration
- Enhanced ability to reach mission & to deliver services effectively

Leadership Lessons Learned

- Your intentional behaviors can set the tone for the whole organizations – however, YOU do not have all the answers!
- When you fail, apologize
- Supervisors are key
- Lead through questioning
- When you don't understand, DIG
- Be Fearless

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